

WORLD NEWS

EUROPE

RECRUITMENT DRIVE PLANS TO HIRE SEVERAL HUNDRED STAFF

ECB acts to cope with rising workload

By Wolfgang Münch, Economics Correspondent

The European Central Bank plans to hire several hundred new staff over the next few years to cope with an increasing workload and assert itself against the national central banks of the 11 countries participating in the single currency.

The plans come at a time when the ECB and national central banks are engaged in a highly visible power struggle over the share-out of responsibilities after next

year's start of the euro, the single European currency.

The ECB started operations in June with a staff of just over 400. It aims to increase staff size to 570 by the end of the year. From next year onwards, it plans further aggressive expansion in most sections, according to central banking sources.

This is understood to affect all departments, including the economics department.

Added together, the 11 national central banks employ more than 80,000

people. Under the rules governing economic and monetary union, the Frankfurt-based ECB and the 11 national central banks form a network known as the European System of Central Banks (ESCB). An increase in the ECB's staff level would require approval from its 17-member governing board, which includes the ECB's six executive directors and the 11 national central bank governors.

ECB staff have faced an intense workload in the last

few months while struggling to meet the January 1 deadline for the technical preparations of the launch of the single currency. One senior official said: "Some people here carry the same workload as entire departments do in the national central banks."

Antonio Fazio, governor of the Bank of Italy, said in an interview this week that the national central banks should retain a high degree of autonomy.

He said the credibility of the ECB "derives from the

credibility and strength of the national central banks themselves."

Those comments caused severe irritation among several top officials at the ECB, who fear an institutional power struggle could undermine both the efficiency of the new system and the general public's confidence in the euro.

Other officials at the national central banks also have emphasised the principle of subsidiarity, under which power is decentralised to a maximum degree.

National central banks are particularly keen to retain full control over their share of securities repurchase operations and foreign exchange dealings.

Some monetary officials suspect the stance taken by some of the national central banks is part of a power struggle to protect second-tier European financial centres - such as Milan and Paris - against the City of London, Europe's largest financial centre, and Frankfurt, the home of the ECB and the Bundesbank.

POLITICAL CRISIS GOVERNMENT IN JEOPARDY AS VITAL COALITION PARTNER CUTS SUPPORT FOR MESUT YILMAZ

Turkish PM faces fresh censure vote

By Christopher de Bellaigue in Ankara

The Turkish government was in jeopardy yesterday after Deniz Baykal, whose Republican Peoples party holds a balance of power in the parliament, tabled a vote of censure - the third in two days.

By tabling the motion in response to corruption allegations against Mesut Yilmaz, prime minister, Mr Baykal signalled he was cutting his support for the 17-month-old government. Without Mr Baykal's votes, Mr Yilmaz could not survive a censure vote and would be forced to resign. At the same time, Mr Baykal positioned himself as a guid-

ing hand behind an interim replacement.

Referring to the "inescapable" of a new government, Mr Baykal called for a government of "national consensus" to take Turkey to elections due early next year. On Wednesday, Turkey's two main opposition parties submitted motions of their own in the wake of allegations Mr Yilmaz influenced the tender for Tüccar Bankası, a recently privatised bank.

Mr Baykal's motion, however, is decisive. Until now, his party has refused to topple the government. In his statement yesterday, Mr Baykal said he would contribute to "an environment of co-operation" aimed

at creating a new one. In the likely event Mr Yilmaz, who has refused to resign in the face of the corruption allegations, loses a censure motion, it would fall.

It is the third censure motion and Yilmaz may have to resign

to President Süleyman Demirel to ask party leaders to come up with a new government. But Mr Baykal refused to be drawn on whether he thought the president should

ask Recai Kutan, leader of Turkey's Islamist main opposition Virtues party, to try to form a government. "The president knows perfectly well what he has to do," he said.

Although Mr Demirel, who is on a state visit to Turkmenistan, has reminded Turks that any new government would have to win a confidence vote, it is considered unlikely he would ask Mr Kutan to cobble together a coalition from Turkey's finely-balanced chamber.

The last time Turkey was run by an Islamist-led government, in 1996-97, the country's military leadership was so alarmed by what it saw as a threat to Turkey's secular nature, that they

engineered the government's downfall and replacement by Mr Yilmaz's weak coalition.

Since then, the constitutional court has shut down that government's main component, the Welfare party. Yesterday, Ankara's Islamist mayor was arrested for corruption, and Istanbul's Islamist mayor was stripped of his post. Earlier Mr Demirel told a leading Turkish newspaper a fresh Islamist-led government would drag Turkey into more "chaos".

Next Monday, a cross-party commission is expected to merge the three motions and set a date for their discussion in parliament. After that, all eyes will be on the president.

Dassault endorses transfer deal

By Robert Graham and David Owen in Paris

The shake-up in the French aerospace industry took a further step yesterday when the board of Dassault Aviation approved the transfer of the state's 46 per cent stake in the group to Aerospatiale.

In endorsing this transfer, there was a noticeable silence on any industrial relationship between Dassault and Aerospatiale, which is in the process of partial privatisation.

The future of this relationship holds the key to the success of the Jospin government's plans to reorganise the aerospace industry to compete in tough talks on a broader European alliance with British Aerospace and Germany's Dasa.

Yesterday's decision, to be ratified by shareholders on December 23, gives Aerospatiale a financial stake in Dassault, 49 per cent owned by the Dassault family through Dassault Industries.

But Aerospatiale has acquired only a vaguely defined say in Dassault activities through equal board representation and a joint strategic committee.

Aerospatiale will have a say through its directors in the choice of chairman but they themselves are excluded from this post.

One novelty was that all future "important" board decisions will be taken by a two-thirds majority.

Aerospatiale is also understood to have been given the "right to look" at Dassault operations.

Dassault makes both the highly successful Falcon executive and the Mirage jet fighters plus the next generation Rafale.

Chairman Serge Dassault resisted attempts in 1996 by President Jacques Chirac to merge with Aerospatiale which holds the French interest in the Airbus consortium, while also producing helicopters, missiles and space launchers.

The Jospin government has sought to overcome Mr Dassault's resistance to any merger by a different approach.

As a first step in July, the government decided to privatise Aerospatiale giving the Lagardère group a 30-35 per cent stake by merging the latter's Matra defence interests.

Since then the government has threatened to use its effective majority through double voting rights on 20 per cent of the shares to force a broad deal with the 75-year-old Mr Dassault.

Last week the government agreed to drop the state's double voting rights acquired in 1978 in return for Mr Dassault's consent to the transfer of the 46 per cent stake to Aerospatiale and stronger state say in decision-making.

Broader agreement on industrial co-operation is thought unlikely until the government has finalised the price and timing for orders of 48 Rafale fighters.

The first operational fighter is due to be rolled out next month but the government is understood to be seeking to reduce the price per aircraft even though no export orders are in sight.

Yesterday the board also approved separation of Dassault Systèmes, the computer-aided design company, from Dassault's aviation business.

Dassault Aviation currently owns 34 per cent of this quoted company. The tax status of this separation was the subject of intense negotiation with the finance ministry.

French welcome jobs created by Toyota plant

By David Owen in Onnaing

Just 24 hours after the solemnity of Armistice day, northern France had reason to celebrate yesterday with the groundbreaking ceremony at Toyota's new FFfabn (\$700m) greenfield car plant.

The factory, at Onnaing near Valenciennes, promises to revitalise an area with close to 20 per cent unemployment that has fallen on hard times since the decline of the local coal and steel industries.

It should also help the Japanese carmaker to hit its long-term target of a 5 per cent share of the European car market.

As such it will be viewed with mixed feelings by the big French carmakers, which are keenly aware of the current excess of European manufacturing capac-

ity. One of these - Renault - not so long ago closed its factory at Vilvoorde in nearby Belgium.

There were no such scruples at yesterday's ceremony, held in a makeshift construction in the wind-swept field where the planned factory will soon start to take shape. This carefully combined aspects of the French and Japanese cultures and was attended by Hiroshi Okuda, Toyota's president.

One local mayor, Cécile Gallez, from nearby Saint-Saulve, a town of 11,000 inhabitants, observed simply that the number of jobs was so high that work was very important.

Another, Jean-Louis Borloo of Valenciennes, said that with unemployment of 19 per cent, his city was "like Manchester 30 years ago".



Having a bash: Toyota executives and French officials celebrate news of a new plant in France. Reuters

Christian Pierret, France's business minister, made reference to fears that Toyota's arrival might weaken the position of its French rivals only to brush them aside. "Nobody can believe any more that it is by artificially protecting

an industry from competition that you defend it effectively," he said.

The factory, expected to start production in early 2001, should in time create about 2,000 direct jobs and perhaps 1,000 indirectly. It will produce the Yaris, a

small one-litre car, and will have an annual production capacity of 150,000 units.

It was typical of the Japanese company's work ethic that the sound of construction machinery was still evident even while yesterday's ceremony was in full swing.

German business balks at Schröder's 'poison'

The new Chancellor wants an 'alliance for jobs' but industrialists fear that tax reforms will force them to cut investment and reduce employment, writes **Graham Bowley**

They have called it "a slap in the face" for companies, a "poison" which will result in lost jobs.

Gerhard Schröder swept to power just seven weeks ago seeking consensus in his bid to get Germany back to work.

But the new chancellor's controversial plans for tax reform have enraged a part of society that will play a key role at the negotiating

table: Germany's proud industrialists.

As the centrepiece of his economic policy, Mr Schröder wants business leaders and trade unions to join the government in special talks, termed "Alliance for Jobs", to work out how to cut Germany's record jobless lines. Even before negotiations have begun, industry is warning the new tax proposals mean companies will cut investment and jobs.

"These higher costs put a question mark over future investment projects," said Manfred Schneider, chairman of Bayer, one of Germany's biggest chemicals groups, this week.

At the root of industrialists' anger is a batch of changes which, put simply, will mean companies foot the bill for income tax cuts for middle and low-wage earners. The government wants to abolish a raft of company tax exemptions, subsidies and write-offs. That is expected to hit small and medium-sized businesses and banks and insurance companies especially hard, the government's slight watering down of the original, harsher proposals notwithstanding.

Most controversially, the new government wants to increase tax on oil and other forms of energy.

This will hit households and, along with the decision to phase out Germany's nuclear power plants, could

inflation industry's fuel costs astronomically. It also wants to extend social security contributions to part-time jobs, which would punish retailers. "The changes to the tax system are anything but industry-friendly," said Jürgen Strube, chairman of BASF, another big German chemicals group.

Hans-Olaf Henkel, president of the German industry federation, described the plans as "shocking".

On a more positive note for industry, the government proposes a gradual reduction in corporate taxes, while the higher energy charges will finance a much-needed reduction in companies' social security contributions. But these bonuses are expected to be heavily outweighed by the extra costs. Deutsche Bank economists estimate industry will face an added burden of around DM5bn (\$2.9bn) next year, DM9bn in 2000 and as much as DM10bn in 2002.

This comes at a bad time for the economy. Over the past three years, corporate Germany has been thriving: it has restructured aggressively, cut costs and raised productivity. Since the end of 1993, productivity has risen by around a third, while unit labour costs have fallen by about 15 per cent, according to HSBC, the British bank. In addition, exports have boomed and corporate profits have soared. But now the D-Mark

is strengthening, foreign markets, especially in Asia, have cooled, and Germany's export machine is stuttering. Business is getting worried. In addition, there have been recent calls for big wage increases. IG Metall, the country's biggest union, said it wants workers to share in companies' profits and has demanded a 6.5 per cent pay rise for more than 3m engineering employees next year.

It is against this background that companies are being asked to pay higher tax bills.

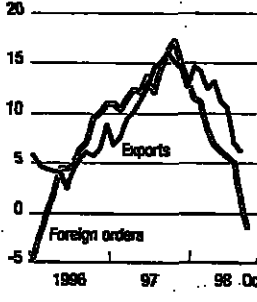
Many economists believe business will react by cutting investment. According to a survey of 700 companies by the Munich-based IFO research institute, 30 per cent said they wanted to reduce investment and cut jobs.

Few forecasters now expect unemployment to fall significantly from its current 4m next year.

"Not one single investor will want to make additional investments here," warned Roland Berger, a prominent management consultant. The government's programme means "more state, less market," he warned in the magazine Der Spiegel.

One crucial issue is the impact on investment in Germany by foreign companies. This slowed to a trickle in recent years and has been heavily outweighed by Ger-

German trade
Annual % change of 3-month
moving average



Source: Bundesbank

man companies' own investment in cheaper, faster-growing markets abroad. Only now is foreign investment in Germany beginning to recover, and the fear is that the extra taxes added to the highest labour costs in the world could stem the flow again.

There are optimists. They believe the income tax cuts and higher wages could stimulate demand and so boost jobs.

Oskar Lafontaine, the new finance minister, shares this philosophy of demand-management, and has set about bullying the Bundesbank to stop it increasing interest rates.

But whatever the short-term stimulus, he and his chancellor cannot forget the lessons of the recent past. Germany's industrialists cut jobs vigorously when they last came under pressure in the early 1990s. Mr Schröder should not rule out the same happening again.

NEWS DIGEST

SWEDISH ECONOMY

Tame inflation outlook prompts interest rate cut

A tame inflation outlook yesterday prompted the Riksbank, Sweden's central bank, to lower its interest rate corridor by 0.5 percentage points - the first such reduction in two years.

The cut, effective from November 18, brings the deposit rate to 3.25 per cent and the lending rate to 4.75 per cent. Economists said the move would clear the way for additional cuts to the Riksbank's key interest rate, the repo rate.

The central bank justified the move by saying inflation would be below its targeted 2 per cent annual rate in 24 months. Urban Backstrom, Riksbank governor, declined to comment further ahead of a meeting today with the Standing Committee on Finance. Clare MacCarthy.

ESTONIA FERRY DISASTER

Call to recover bodies

The Swedish government yesterday came under pressure to approve the recovery of bodies from the wreck of the Estonia, the ferry which sank in the Baltic Sea in 1994 with the loss of 852 lives.

An independent, government-commissioned report said many victims' relatives had been unable to come to terms with their loss in the absence of efforts to retrieve bodies from the vessel.

However, the report specifically recommended against raising the ship and said the wreck should not be entombed in concrete, as the Swedish government had at one time proposed.

Relatives of the victims are divided over whether to proceed with a recovery attempt, likely to be a gruesome and technically difficult task. Mona Sahlin, a cabinet minister, said the government would decide whether to adopt the report's recommendations in the first two months of next year. Greg McIvor, Stockholm.

UKRAINIAN FOREIGN POLICY

Kuchma still looks west

Leonid Kuchma, Ukraine's president, yesterday reaffirmed his country's commitment to joining Europe, in an apparent rebuff to nationalists in Russia who have called for union with Ukraine.

"Ukraine will overcome all obstacles on the way to Europe," said Mr Kuchma, speaking on Polish national television yesterday, the 80th anniversary of Poland's independence. "We are travelling in the channel of processes, happening in central Europe, reforming the national economy and doing our share to ensure stability and security in the region and the continent as a whole."

Ukrainian officials have taken to calling their border with Hungary and Poland - who are on the European Union fast track for membership - a new "iron curtain". Hungary and Poland will soon implement an EU visa regime for Ukrainian citizens. Charles Clover, Kiev.

MADRID ATTACK

Explosion damages job centre

An explosion tore through a job placement office in Madrid yesterday, damaging the building and three cars outside.

Nobody was injured and no one immediately claimed responsibility for the attack, which took place early in the morning, police said.

But it was similar to previous bombings at job placement offices in Madrid and other Spanish cities. The Marxist guerrilla group Grapo has claimed responsibility for several of the previous attacks.

Grapo, which stands for October First Anti-Fascist Resistance Group, was active mainly in the early years of Spain's transition to democracy in the late 1970s, after nearly four decades of dictatorship under General Francisco Franco. Reuters, Madrid.

GERMAN FINANCES TAX REVENUES TO RISE

Lafontaine sticks with gloomy view

By Ralph Atkins in Bonn

Oskar Lafontaine,

Germany's finance minister, said yesterday that official estimates pointing to a pick-up in tax revenues gave no reason to alter his gloomy assessment of the financial situation inherited by the new Social Democratic government.

The finance ministry's special commission on tax experts forecast that tax income accruing to Germany's federal, state and local authorities and to the European Union would total DM528.1bn (\$494bn) this year - 3.9 per cent higher than in 1997.

The latest projection compares with a May forecast of DM520.5bn for 1998. The upgrade since May largely reflects improvements at local authority level.

For 1999, the commission expected tax incomes totalling DM566.4bn - a 4.5 per cent increase on this year, but slightly below the DM567.8bn forecast in May for 1999.

The rise suggests tax revenues are responding well to Germany's economic recovery. Tax income fell by 0.4 per cent to DM797.2bn in 1997. However, Mr Lafontaine said the figures were "no occasion to sound the all clear".

This year's increase was attributable largely to one-

off effects, including payments by companies of tax arrears from previous years.

The impact on tax revenues of international economic turmoil would become more noticeable from 2000. But 1999's figures already showed some effect and also reflected past neglect of domestic demand in Germany.

The latest estimates will form the basis for a revised 1999 budget, due to be presented to the cabinet at the end of January.

Mr Lafontaine said a preliminary financial audit by the incoming government showed an additional DM10bn of commitments would have to be taken account of next year.

Separately, Werner Müller, economics minister, said the government's planned tax reforms - not taken into account in yesterday's estimates - would help attract new foreign investment into the country. Taxes on companies would be capped at 35 per cent.

He pledged the government would proceed "prudentially" in its plans for higher energy taxes to fund cuts in social security contributions paid by employees and employers. Mr Müller would ensure business was not put at a competitive disadvantage to other countries.

Scramble for assets expected

Chicago bus backing for

Doubts over Br water privatisation

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RUSSIAN DEBT MORATORIUM EXPIRY WORRIES

Scramble for assets expected

By Jeremy Grant in London and John Thornhill in Moscow

After Russia's debt moratorium expires tomorrow there could be an unseemly scramble for what is left of Russia's dwindling banking assets - with some of the world's leading banks leading the charge.

The 90-day moratorium, which barred most Russian commercial entities from paying foreign debts, was imposed on August 17 as part of a package of emergency measures to stave off economic collapse.

The simultaneous devaluation of the rouble and default on the domestic debt (GKO) market rendered much of the Russian banking system insolvent overnight. For foreign banks, the effect was an immediate drying up of payments they were owed under forward foreign exchange contracts, worth up to \$7bn. They had bought these from Russian banks as a way of protecting their investments in the country's treasury bill (GKO) market against a rouble depreciation.

With the likelihood increasing that some foreign banks will sue their Russian counterparts for repayment, one western banker in Moscow said this threatened scores of Russian banks with bankruptcy. "We are going to be in a whole new world after the lifting of the moratorium. The big [Russian] banks which got involved in the forwards and GKO markets are just going to get slaughtered," he said.

Creditors, nevertheless, suspect that some Russian banks have used the 90-day grace period to strip their banks of any remaining assets by making soft loans to related companies or transferring money overseas. This has encouraged some foreign banks in the belief

they will be able to recover some of their debts. Others less hopeful are nonetheless keen to reinforce a point of the few rare cases where Russian banks will have to take responsibility for their actions," the banker said.

If that does not work, some foreign banks may try to convince the courts that the government is responsible for the debt, because it imposed the moratorium in the first place. But the entire process suffers from a lack of legal precedents. "It's going to be a protracted process that's going to have to be solved on a case by case basis," said Marcel Cassard, chief European emerging market economist at Deutsche Bank.

Indeed, some foreign law firms have questioned the entire legality of the moratorium, given that the only documentation justifying its imposition was contained in a press release.

Some affected Russian banks have already begun talks with foreign creditors. Yesterday, Oneworldbank, one of Russia's most influential commercial banks with a big exposure to dollar forward contracts, said it had formed a creditor committee in London to discuss ways of restructuring its obligations.

Vladimir Ryskin, deputy chairman, said: "We want to ensure our bank services and continue to work." Russia formally requested nearly \$500m in food aid yesterday from the European Union. Andrew Jack reports from Moscow. Gennady Kulik, deputy prime minister for agriculture, said he planned to sign a demand last night for assistance from Brussels after unveiling official estimates showing the extent of this year's disappointing harvest. A further \$500m in food aid has been agreed with the US.

Kuriles accord edges closer

By Andrew Jack and Arkady Ostrovsky in Moscow

Russia and Japan yesterday took a significant step towards resolving the territorial conflict that has bedevilled their relations since the second world war.

In his first official engagement for two weeks, Boris Yeltsin, Russian president, held talks in Moscow with Keizo Obuchi, Japanese prime minister. Mr Yeltsin presented proposals, kept secret, to end the dispute over four Pacific Ocean islands, which are called the Southern Kuriles in Russia and the Northern Territories in Japan.

Mr Yeltsin appeared in relatively good health for the talks after a convalescence that followed renewed concerns about the poor state of his condition. In a sign of confidence about his fitness, he suggested he would attend a new summit with Japan in early 1999.

However, he unexpectedly cancelled his attendance at a banquet yesterday evening in honour of the Japanese premier, returning instead to his country house outside Moscow and sending Yevgeny Primakov, prime minister, in his place.

The dispute over the four islands, seized by Soviet forces at the end of the second world war, has prevented Russia and Japan from signing a formal peace treaty to end hostilities. Mr Yeltsin proposed the creation of a committee to consider the border between the



Keizo Obuchi at a ceremony at the tomb of the Unknown Soldier in Moscow yesterday

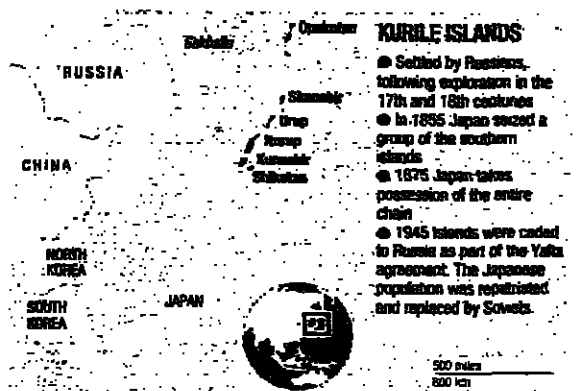
two countries and jointly manage the economies of the islands.

Diplomatic sources indicated Moscow would retain temporary administration while the Japanese border would be re-drawn further north to establish its long-term sovereignty.

"Today's meeting and negotiations turned a significant page of history. We are very satisfied," said Munro Suzuki, the Japanese deputy cabinet secretary. "President Yeltsin is very keen to speed up the process towards a peace treaty. The intention is to reach a resolution on the border issue by the year 2000." Mr Yeltsin's term ends in 2000.

Japan has in the past insisted it could make no territorial concessions and regional Russian leaders have been equally intransigent.

However, relations have begun to thaw. Japan has



offered humanitarian and industrial assistance. Separately, Mr Yeltsin yesterday reacted strongly to anti-semitic remarks made recently by Albert Makashov, the ultra-nationalist Communist deputy. Mr Yeltsin asked the Federal security service (FSB), the successor to the KGB, and the interior ministry "to take

immediate and decisive measures to prevent nationalistic and political extremism, which has been spreading in recent days."

The lower house of parliament failed to condemn Mr Makashov, who had referred to Jews as "blood-suckers" and "Yids", and who later called for special quotas for Jews in government.

Centre-right parties plan image revamp

By David White in Madrid

Helmut Kohl, for decades the world heavyweight champion of centre-right politics, has been out of power for just a few weeks, but already the international movement of Christian Democrats is looking for a change of identity.

About 100 political parties, at a meeting starting in Madrid today, will discuss whether to ditch the title of Christian Democrat International (CDI).

Instead, they may now call themselves Popular International, in the image of the Spanish host party, which has the rare distinction among those attending of being in government.

Mr Kohl's election defeat in September has instantly raised the profile of Jose Maria Aznar, the Spanish prime minister, a man the former German chancellor always used to dwarf when they appeared together.

"The one that is now the key personality in the family is Aznar," says Marcelo Rebelo de Sousa, leader of Portugal's misleadingly named Social Democrat party, which was ousted from power by the Socialists three years ago.

Apart from Mr Aznar, CDI member parties now have only two representatives heading European Union governments - Belgium's Jean-Luc Dehaene and Luxembourg's Jean-Claude Juncker.

Mr Aznar is trying to create a more centrist image for his own Popular party and for the international grouping it belongs to, made up mostly of European and Latin American parties. Dropping the religious tag might help, although some members want to retain it.

The CDI says the movement's name is explained by "the historical and political context in which it was born" in the early 1960s, but does not have any restrictive religious connotation.

Spanish influence is set to be reinforced by the promotion of Javier Ruperez, a Popular party parliamentarian and CDI secretary-general, to the presidency of the organisation, replacing Panama's Ricardo Arias Calderon.

A renamed movement may emerge at the end of the conference on Sunday. Mr Aznar plans to attend, along with as many government leaders as the organisation can muster.

Serbs in tit-for-tat kidnap of Albanians

By Guy Dinnmore in Leposavice, Kosovo

Serb civilians in Kosovo were last night holding hostage a group of ethnic Albanians in retaliation for the abduction of two Serb villagers by separatist rebels.

Diplomats feared the tit-for-tat abductions and willingness of the Serb minority to take action were further evidence of the deteriorating security situation in the province. Unarmed diplomatic

observers from Finland and Germany were trying to negotiate the release of seven Albanians, who were taken off a bus on Wednesday night near the village of Jovanica in northern Kosovo.

Teuvo Tikkanen, a Finnish observer for the European Union, said the rebel Kosovo Liberation Army (KLA) had earlier allowed them to see the two captive Serbs, who appeared in good health.

Serbian police guarded the approach road to Jovanica

village where the Albanians were being held. There was confusion over how many had been taken prisoner. Albanian human rights activists said about 100 people had been seized in various incidents but many had been released. This could not be confirmed independently.

The two Serbs abducted by the pro-independence KLA in central Kosovo on Tuesday came from Jovanica. Civilians from the nearby mining town of Leposavice

said relatives of the two men had kidnapped the Albanians to force a prisoner exchange.

"The KLA are destroying everything. We have to take action ourselves," said one Serb from Leposavice.

Political leaders of Kosovo's dwindling Serb minority have accused Slobodan Milosevic, the Yugoslav president, of betraying them by agreeing last month to a substantial withdrawal of security forces and to enter negotiations that would restore

autonomy to the province. US mediator Chris Hill, attempting to convert a shaky ceasefire into a lasting political settlement, yesterday met two representatives of the Kosovo Serb minority, Bishop Artemije and Momcilo Trakovic. Both have become bitter opponents of Mr Milosevic.

Mr Hill said he was making progress with his peace plan but an agreement was a long way off. While talks drag on, Serbian police are moving back into the rebel

heartland of central Kosovo while the KLA is regrouping. Clashes are reported daily.

British observers in 10 orange-painted armoured Land Rovers arrived yesterday to join an international verification mission led by the Organisation for Security and Co-operation in Europe. They join approximately 200 diplomatic observers now in the province, but the full complement of 2000 unarmed OSCE observers may not be in place for several months.

THE AMERICAS

Chicago business backing for O'Hare

By Nikki Tait in Chicago

Much of Chicago's business community yesterday supported a proposal to keep O'Hare Airport - the country's busiest - as the focal facility for international and national traffic rather than build an airport to the south of the city.

A study for the Chicago-Land Chamber of Commerce by the Booz Allen consulting firm claimed the existing airport facilities could be strengthened and managed more efficiently, particularly if "non-scheduled operations", such as military or air taxi traffic, were moved. This could lift passenger capacity by 65-70 per cent over 15-20 years, although the study conceded that additional runway capacity would be needed "some time in the next 20 years".

Any artificial constraints on O'Hare, coupled with the development of a third airport at Pectone to the south

of Chicago, could cost the greater metropolitan area "some \$80m to \$100m per year in lost economic output by 2015".

The contentious issue of how to develop aviation services in the central Midwest region has pitted the same old-controlled city of Chicago against the Republican state lawmakers, and left passengers frustrated by mounting congestion.

O'Hare handles about 70m passengers a year but airports such as Atlanta and Dallas have sought to capitalise on the constraints faced by O'Hare. Traffic at Atlanta, for example, increased 7.7 per cent last year to 69.2m passengers. Matters came to a head this summer when two Illinois senators blocked a Federal Aviation Administration agreement that would have added 100 flights out of O'Hare, citing environmental and safety issues. A subsequent compromise proposal for 30 new flights was rebuffed.

Part of the problem is political. Advocates of a third airport, in addition to O'Hare and the smaller Midway airport, generally favour building this to the south of Chicago and outside the city limits, meaning tax revenues would be diverted from city coffers. Residents near O'Hare claim that any further expansion there would increase noise and pollution.

Yesterday, the business community warned that continued debate could cost the Chicago economy dearly: "We are in a race with other cities and regions to become the premier aviation hub of North America. Officials from Dallas and Atlanta have already stated their goal to pass Chicago," said Ron Gidwitz, chairman of the newly-formed Midwest Aviation Coalition, which will lobby for O'Hare's expansion.

Doubts over Brazilian water privatisation

By Geoff Dyer in São Paulo and Samer Iskander in Paris

The privatisation of the Rio de Janeiro water company, which was expected to raise at least \$4bn, has been thrown into doubt by a mounting political battle between the governor of the Brazilian state and his recently elected successor.

Marcelo Alencar, the sitting governor from the centre-left Social Democrats (PSDB), has insisted he will go ahead by the end of the year with the auction of Cedeas, the state water company.

However, the privatisation is strongly opposed by Anthony Garotinho, from the leftwing Democratic Labour party (PDT), who won last month's election for governor and who takes office on January 1.

As well as questioning who has executive control in the transition period after elections, the rapidly escalating dispute is evidence that the swing to the left in last month's gubernatorial elections could have a negative impact on Brazil's huge privatisation programme.

The stakes in the confrontation were raised on Wednesday when the Rio state legislature voted nearly unanimously to withdraw the sale of Cedeas from the state's privatisation programme.

Sergio Cabral Filho, president of the state legislature and a member of the state party as Mr Alencar, said it would be undemocratic to go ahead with the sale following the result of the election. Mr Alencar said yesterday that he would veto the decision by the legislature.

The Rio finance ministry said a new tender document for the privatisation would be released today, following a dispute over details in the first document, and that the minimum price would be maintained at R\$4.98bn (US\$4.13bn).

Two French utilities, Suez Lyonnaise des Eaux and Vivendi, announced in September that they would bid together for Cedeas. It is understood they are waiting to see the attitude of the new government before deciding whether to go ahead.

Mr Garotinho is not the only governor-elect to oppose sales by the previous administration. Itamar Franco, who won the election in Minas Gerais state, will try to overturn the sale last year of a stake in Cemig, the state power company, to Southern Electric of the US.

Intel testimony 'a blip on the screen of our relationship'

But McGeady evidence hurts Microsoft because it comes from a partner, not a rival, report Richard Wolfe and Louise Kehoe

The latest witness to take the stand in the Microsoft monopoly trial has changed the complexion of the courtroom battle between the US government and the world's largest software company.

Intel, the world's largest chipmaker, says officially that it is taking a "neutral" stance in court, supporting neither side in the landmark antitrust lawsuit.

But the testimony of one of its executives this week has proved anything but neutral. Steven McGeady, vice-president of Internet technologies, has levelled accusations that Microsoft abused its market power to intimidate Intel itself. He further claims that Microsoft told him of its plans to "extinguish" its main internet rival, Netscape Communications, the company at the heart of the case.

The real impact of Intel's evidence comes from the company's status as Microsoft's central partner in the personal computer industry. Previous witnesses in the trial - including Netscape and Apple Computer - have been tainted by their historic rivalry towards the software giant.

But Intel has worked so closely with Microsoft in the development of new software and microprocessors that its evidence cannot be dismissed so easily. Mr McGeady testified that Microsoft viewed Netscape as "a common enemy" of both companies, because its Internet software threatened to undermine personal computers using Microsoft software running on Intel's chips.

Microsoft's response to Intel's evidence has been unusual, reflecting the awkward and potentially damaging nature of Mr McGeady's evidence. Intel's evidence about the clash between Microsoft and Netscape is potentially far more damaging to Microsoft's case. Mr McGeady was present at a November 1995 meeting in which he testified

that Microsoft executives said they planned to "cut off Netscape's air supply" by using its market muscle to close down its distribution channels.

According to Mr McGeady, Microsoft's plan was to "embrace, extend and extinguish" its internet software rival. "They would embrace Internet standards, extend them in incompatible ways that others could not follow and extinguish the competition," Mr McGeady said. In spite of such evidence, Microsoft insists the trial is not harming its close relationship with Intel at all.

Intel and Microsoft have been partners since the launch of the first personal computer by International Business Machines almost 30 years ago. So close are their ties they are often referred to collectively as "Wintel" - Windows plus Intel.

However, it is no secret in high technology circles that relations between top executives of the two industry giants are often stormy - more like a clash of titans than a cosy partnership.

Each company needs the other, yet neither wants to be dependent. Partly to ensure they maintain leverage over each other, both Intel and Microsoft collaborate with each other's competitors.

Thus Microsoft, for example, has developed software to run on microprocessors developed by Motorola and by Digital Equipment, now a part of Compaq Computer.

Similarly, Intel has recently played a leading role in efforts to encourage development of Unix, an alternative to Microsoft's Windows.

Mark Murray of Microsoft said: "Microsoft and Intel have a very strong relationship. We have disagreed about issues in the past but we have kept our focus to advance the personal computer as the most powerful and democratic product in the history of commerce. This is a blip on the screen of our relationship."

US companies 'likely to see profits fall'

By Gerard Baker in Washington

US companies face a profits recession in the next year, as rising wages combine with a slowdown in demand to squeeze corporate margins, a leading group of business economists said yesterday.

The National Association for Business Economics, in its latest estimate of US economic prospects, said post-tax corporate profits would decline by 1 per cent this year, and manage only a 1 per cent increase next year. In 1997 profits increased by 7.5 per cent, and just six months ago the economists' group was forecasting profits growth of 3 per cent for both 1998 and 1999.

But the NABE forecast, based on a survey of economists at leading companies, did not suggest a broader recession was in the offing for the US economy. Overall growth this year is expected to be around 3.6 per cent, slowing next year to 3.1 per cent, still only slightly below the economy's long-term trend rate. In spite of the turmoil in financial markets in the last few months, the NABE growth forecast for next year is only fractionally lower than its economists were expecting in May.

"What we have here is a profits recession in an economy that's still growing - a highly unusual set of circumstances," said Joel Pratkanis, the NABE president and chairman of Macroeconomic Advisers, an economic consulting group.

Mr Pratkanis pointed out that the association's forecast for profits was well below expectations on Wall Street. In recent surveys of financial analysts, profits were forecast to grow next year by 15-25 per cent. The possibility of adverse earnings surprises for investors was considerable, he said.

Wage growth is expected to maintain its current strong momentum of around 4 per cent this year, while productivity is forecast to slow sharply from this year's expected 1.6 per cent growth to 1.3 per cent in 1999. Slowing productivity growth will reflect the broader slowdown in output, and will lead to a significant increase in unit labour costs for employers.

The combination will put upward pressure on prices. The NABE said, with the consumer price index rising by 3.2 per cent next year against 1.6 per cent this year. But in an environment of weakening consumer demand, price increases alone will not absorb the increase in labour costs and corporate profits will suffer as a result.

NABE economists believe short-term interest rates are at or near their low point in the current cycle, according to Mr Pratkanis. The Federal Reserve has cut its federal funds rate twice in the last two months to 5 per cent in response to the international turmoil, and most of the economists thought a further small cut was possible. Unemployment was expected to rise a little from the current rate of 4.6 per cent to 4.8 per cent in 1999.

Most economists have grown markedly more optimistic about US growth prospects in the past month in response to an apparent stabilisation of conditions in world markets, progress on fiscal and financial reform in a number of countries, and cuts in short-term interest rates, the NABE said.

Editorial comment, Page 13

On the web today

● Chicago to move against gun sales ● British Columbia tackles tobacco groups ● Colombian rebels battle ● Caribbean islands want to go solo

<http://www.ft.com/americas>

INTERNATIONAL

Iraq 'can still make banned weapons'

By Alexander Micoll,
Defence Correspondent,
in London

Iraq is hiding chemical and biological weapons and may still be concealing Scud missiles, the UK Ministry of Defence said yesterday.

It produced a paper summarising the achievements of Unscow weapons inspectors but detailing the continuing threats from weapons of mass destruction which, in the UN's view, make monitoring essential. The move is seen as part of building a case against Saddam Hussein in preparation for possible air strikes. Iraq's decision to suspend co-operation with UN inspectors triggered the present crisis.

The MoD said Iraq almost certainly retained production equipment and stocks of agents and weapons for biological warfare, and "has the expertise and equipment to regenerate an offensive biological weapons capability within weeks".

Chemical weapons agents and munitions remained hidden, and the chemical industry "could produce mustard gas almost immediately, and limited amounts of nerve agent within months".

Scud missiles dating from before the Gulf war in 1991 could be hidden and quickly available, and work may have begun on a 600km range missile which could be built in a year and fitted with crude biological and chemical warheads, the MoD said.

Iraq could design a nuclear weapon now and, if it could buy machinery and materials from abroad, could build an air-delivered nuclear device within five years.

The MoD said the Iraqi president was diverting "huge sums of money which could otherwise help his people into his illicit

weapons of mass destruction programmes".

Since 1991, it said, Unscow had destroyed or made harmless 48 Scud missiles, 40,000 chemical munitions, 690 tonnes of chemical weapon agents, 3,000 tonnes of precursor chemicals, and factories and equipment linked to biological warfare.

The International Atomic Energy Agency had discovered and dismantled a nuclear weapons programme "far more advanced than suspected".

Unscow had not discovered or accounted for all of Iraq's lethal arsenal because of Mr Saddam's "deliberate policy of concealment and obstruction," the MoD said.

"He has under-reported his materials and weapons at every stage, and used an increasingly sophisticated concealment and deception system." This system used his own Special Security Organisation and the elite Republican Guard troops.

Materials for weapons of mass destruction were concealed in private houses and farms, and were blatantly driven out of sites while UN inspectors were delayed at entrances, the MoD said.

Iraq had failed to account for substantial amounts of growth media for anthrax, and had "clearly understated" production of anthrax and aflatoxin. Unscow destroyed the Al range missile which could be built in a year and fitted with crude biological and chemical warheads, the MoD said.

Recent US and French tests had shown traces of nerve gas on missile warheads, and tests in the US, France and Switzerland had revealed evidence of efforts to decontaminate warheads. This conflicted with Iraq's claims that it had never filled warheads with chemical agents including VX, the MoD said.

GLOBAL ENVIRONMENT WASHINGTON SIGNS KYOTO PROTOCOL ON GLOBAL WARMING

US raises hope of greenhouse gas breakthrough

By Vanessa Houlder
in Buenos Aires

The US yesterday signed the Kyoto protocol limiting greenhouse gas emissions, raising hopes of a breakthrough in international efforts to combat global warming.

The US move came at a United Nations conference on climate change in Buenos Aires, where delegates are seeking to overcome deadlock over details of the

accord agreed at the Kyoto climate summit.

However, President Bill Clinton has said he will not submit the protocol to the US Senate for ratification until there are meaningful commitments by key developing countries to restrict emissions.

Stuart Eizenstat, US undersecretary of state, who is heading the US delegation, repeated calls yesterday for participation by developing countries and for the

rejection of arbitrary limits on the use of "flexible mechanisms", such as the trading of emission credits gained when countries exceed their reduction quotas.

The EU and many developing countries are strongly opposed to the US position. John Gummer, the UK's former environment minister who is part of the UK delegation in Buenos Aires, described the US position as "intolerable" and

"offensive" to developing countries, because it reflected the US desire to buy its way out of its problems, rather than take action at home.

The Global Climate Coalition, a US industrial lobbying group, said that by signing the Kyoto protocol "the Clinton Administration broke faith with American working men and women and ignored the unanimous concerns of the United States Senate about the

agreement".

So far, 59 other countries have signed and two have ratified the Kyoto protocol, which is a legally-binding agreement by industrialised countries to limit greenhouse gas emissions by 2010. The UN meeting under way in Buenos Aires is discussing details of the protocol, which is likely to take several more years to complete.

John Prescott, UK deputy prime minister, said he was

hopeful the Buenos Aires summit would achieve its goal of drawing up a plan to agree on the design of flexible mechanisms at a future date. "It appears that the logjam has been broken. There is now real dialogue," he said.

He said the US decision to sign the Kyoto protocol was a good step forward which "indicates a climate of change in America even amongst industrialised groups".

CLIMATE CHANGE SUMMIT EU COMMISSIONER SAYS RICH WORLD HAS PRIORITIES WRONG

'West must clean up own act'

By Vanessa Houlder

Ritt Bjerregaard, the European commissioner for the environment, is in combative mood. Despite being in pain from a broken pelvis, she has come to the UN summit on climate change in Buenos Aires intent on speaking some home truths. She thinks the developed world is in danger of getting its priorities wrong. It should clean up its own act, before searching for ways to ease its own obligations by stimulating emission cuts elsewhere.

Her views have put her on a collision course with the "flexible mechanisms", such as the trading of emission credits between countries. The EU and the US are at loggerheads over the question of whether there should be any limits on the use of

these mechanisms. The EU thinks their use should be restricted for fear of giving industrialised countries an excuse to neglect their obligations to make cuts at home. But the US insists that imposing limits would dramatically increase the costs of curbing greenhouse gas emissions.

Mrs Bjerregaard says she is not opposed to flexible mechanisms, such as emissions trading, in principle. But she warns that excessive use of emissions trading could compromise domestic action in industrialised countries. That, she says, should lead to "an environmental catastrophe".

The EU is clearly anxious to be seen to take a lead in taking genuine steps to combat climate change. Mrs Bjerregaard is optimistic that this can be done with-

out inflicting too much pain on business and consumers. Recent studies had shown that emission reductions in the EU twice as large as for seen in the Kyoto Protocol could be done for a fraction of 1 per cent of gross domestic product, she said.

The issue of how to make greenhouse gas cuts at home can sometimes get lost in the tortuous negotiations under way in Buenos Aires, which have focused on agreeing a workplan for resolving the "unfinished business" of the Kyoto protocol.

Nonetheless, Mrs Bjerregaard is adamant that the conference should be more ambitious in its goals. Unless it reaches agreement on some of the res issues being discussed it will not, in her view, have been a success.



Ritt Bjerregaard: intent on speaking home truths

Technique to grow human tissue using cow's egg

By Victoria Griffith in Boston

US scientists have developed a technique to clone human tissue for transplant by injecting human DNA into a cow's egg cell.

The technique would make it possible for patients needing a transplant of any tissue - heart, liver, or kidney, for example - to "grow" their own replacement. The

risk of rejection by the patient would be negligible, say researchers, because the tissue would contain the patient's own DNA.

The tissue cloning development comes a week after scientists at Johns Hopkins University and the University of Wisconsin announced a breakthrough in cultivating embryonic human cell to grow into tissue. That

technique is controversial since researchers used cells from aborted and in-vitro human embryos. The latest technology, developed by the biotechnology group Advanced Cell Technology (ACT) in Worcester, Massachusetts, would take cells from human adults.

"Every cell in the body contains DNA that has the full potential to create any

other type of cell in the body," says Michael West, chief executive of ACT. "The ability to make a liver cell is tucked away in the skin cell; it's just repressed."

By injecting the DNA into the cow egg cell - and we're not sure exactly how this works - the human cell is taken back to the beginning of life and regains the ability to make all tissues."

Every year, thousands of people die in the US and Europe while waiting for tissue for transplant. Others die when their bodies reject the transplanted organ.

The technology could, presumably, be used to clone humans, although the company says it has no intention of doing so. ACT attracted attention earlier this year when it created the first

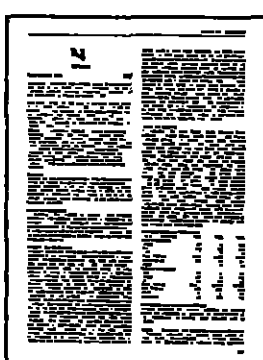
cloned transgenic cows. "We'd like the National Bioethics Committee [a group of scientists formed by President Clinton to advise him on cloning activities] to take a look at this before we go any further," said Mr West. "We're not mixing species here. If you use DNA from a cow, you'll get nothing but a cow, and the same for humans."

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Former Kazakh PM defiant ahead of election

By Anthony Robinson
in Moscow

The dream of Nursultan Nazarbayev, Kazakh president and former communist party boss, of another overwhelming presidential election victory to keep his family in power for another seven years is facing a stiff challenge.

It comes from the man who knows the autocratic president best - Akezhan Kashegeldin, the former prime minister. He has spent the last two weeks in Washington, Warsaw and Moscow accusing the president of running a corrupt, nepotistic regime and trampling on the democratic and human rights of the 17m people in the ethnic and resource-rich central Asian country which stretches from the Caspian sea to China.

Mr Nazarbayev has brought forward presidential elections, which were to have been held early next century, to January 10, giving opposition forces little time to organise.

Mr Kashegeldin is, at first sight, an unlikely scourge. Reputed to have made a personal fortune from business and trading in the early years of Kazakh independence, he flew into Moscow this week backed by a flock of expensive international lawyers and US public relations men.

A formal US State Department protest against the Kazakh electoral commission's recent decision to disqualify him as a presidential candidate, and critical editorials in the New York Times and Washington Post newspapers, are testimony to his and his PR advisers' influence.

In Moscow, government security forces protected Mr Kashegeldin after threats forced him to postpone the trip last week. In Warsaw, the Organisation for Security and Co-operation in Europe promised to monitor an election which Mr Kashegeldin argues will be a farce without his participation, and which he has called on the Kazakh Supreme Court to annul.

Mr Kashegeldin has powerful supporters in his bid to challenge the man who led Kazakhstan to independence in 1991 and opened it up to foreign investors while cultivating close ties with Moscow. These include western politicians concerned by the president's increasingly autocratic ways, and business groups and bankers who have grown increasingly frustrated with insider dealing, corruption and the general lack of transparency and legal protection.

The former businessman has a Russian wife and argues strongly that the country needs policies which take into account the multi-ethnic nature of a state with more than 6m Russians and other ethnic minorities. He also claims many of the minorities feel discriminated against as a result of the ethnic Kazakh bias of the current regime, and many skilled people have left.

Mr Kashegeldin, who also calls for a free press and an end to press harassment, became prime minister in October 1994, soon after Kazakhstan defaulted on its \$4bn foreign debt amid raging inflation.

He gained the confidence of foreign investors and reinvigorated the economy by engaging foreign consultants to oversee a competitive privatisation programme. He also encouraged foreigners to invest in Caspian oil and in the country's rich, non-ferrous and precious metal deposits.

He resigned in 1996 after coming under strong pressure from well-connected local businessmen who resented foreign monitoring and attempts to introduce a western tax system and greater transparency.

"Corruption began with the first two stages of the privatisation process, but Nazarbayev's worst mistake was to put family members in key positions," Mr Kashegeldin says of the president's bid for a third, and extended, term. "It is just not possible for Nazarbayev to remain president all my lifetime and his children for my children's lifetime."

NEWS DIGEST

ISRAELI INTEREST RATES

Key lending rate raised to defend the shekel

The Bank of Israel yesterday lifted its key lending rate by two percentage points to 13.5 per cent in a bid to curb inflation and stem the decline of the shekel. It will take effect on Sunday.

It is the second time in two weeks that Jacob Frenkel, BOI governor, has raised rates by two percentage points, provoking strong criticism from industry that he is squeezing the economy from all sides.

Exporters have gained from the devaluation of the shekel which last month fell 14 per cent against the dollar, reaching a low of Shk4.37. However, higher costs of imported goods are being passed on to the consumer, fuelling inflation and reducing demand.

Inflation is expected to rise to 8 per cent for 1998 instead of ending at about 5 per cent, while gross domestic product is estimated to grow 1.6 per cent. Lower demand is likely to push unemployment to more than 9.6 per cent, making it difficult for the finance ministry to reduce the budget deficit to 2.4 per cent of GDP. Keith Phillips, analyst at SG Securities, said the BOI used the rate increase to discourage higher pay rises in the public sector. Judy Dempsey, Jerusalem

JEWISH SETTLEMENTS

Har Homa tenders published

Israel yesterday published tenders for the construction of 1,025 houses at Har Homa, the controversial new Jewish settlement in Arab East Jerusalem, despite a commitment to refrain from any unilateral actions in the peace accord signed with the Palestinians last month.

The tenders, to be submitted by December 24, were published in Ha-Aretz daily newspaper a day after the cabinet ratified the Wye accord. Only eight of the 17 ministers voted for the new land-for-peace deal, leaving Mr Netanyahu little room for manoeuvre next week when the Knesset debates the accord ahead of implementation.

Palestinian officials said the call for the tenders was a provocation and illegal. "Netanyahu is creating new problems for the peace process," said Hassan Asfour, who negotiated the Wye accord.

Palestinian and US officials believe Mr Netanyahu gave the go ahead for the tenders in a bid to placate the National Religious Party which opposes any handover of land to the Palestinians. Even so, NRP ministers voted against the Wye accord.

In the accord, both sides agreed in general terms not to take any unilateral actions, but US officials believed they had received some assurances from Mr Netanyahu that he would not publish any tenders. Judy Dempsey

UNITED NATIONS ASSOCIATION

New US head chosen

William J. Leurs, a former diplomat who has served as president of The Metropolitan Museum of Art since 1986, has been selected to head the United Nations Association of the USA.

The association is the largest grassroots foreign policy organisation in the US and the country's leading centre for policy research on the UN and global issues.

Mr Leurs said he hoped to engage the American public on the multilateral role the US plays in the world. He would also like to help reverse Congressional opposition to paying the \$1.3bn US arrears to the UN. Reuters, New York

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ASIA-PACIFIC

NEWS DIGEST

ECONOMIC CRISIS

Moody's expects deeper recession to hit Asia

The crisis-hit economies of Asia are likely to slip deeper into recession before they recover and any upturn is not likely for another two to three years, Moody's Investors Service said yesterday.

"Asia has not yet reached bottom," said Vincent Truglia, co-head of the agency's sovereign risk unit. He said recovery in certain East Asian economies depended more in the short term on a revival of domestic demand in Japan than on the structural reforms urged by the international financial community.

"Structural reforms are necessary but not sufficient conditions for recovery. Some people have confused that." Although some economies had managed to improve their current accounts, this was a result of slowing demand and lower import bills, not because exports had increased. "Any turnaround in East Asia is going to have to centre on domestic demand, and the driving force [there] by far is Japan. There's certainly no evidence that Japan has reached the bottom of the economic cycle," he said.

Excess capacity in the region was having a dampening effect on demand for commodities, which would have a negative effect on emerging economies.

Jeremy Grant, London

BROKERAGE FUND

Japan urged to think again

The Japanese government risks seriously undermining its proposed "Big Bang" reforms if it implements a planned brokerage investor protection fund next month, the American Chamber of Commerce in Japan warned yesterday. The proposed scheme would "result in a significant loss of international confidence in the Japanese financial industry" because it did not meet global supervisory standards, it said. The warning will fuel the increasingly tense battle between Japanese and foreign brokers over the protection scheme. Last week 37 foreign banks decided to establish their own breakaway scheme because they feared that joining the official government scheme would expose them to unlimited liabilities.

The government has insisted all brokers operating in Japan should join an industry protection scheme on December 1. The Japan Securities Dealers' Association (JSDA), the industry body, has already devised its own scheme but foreign brokers are refusing to join it, as they argue it could leave them shouldering the burden for huge losses at failed brokers such as Yamaichi Securities.

The affair has also triggered a split among Japanese brokers. Some brokers in Osaka said this week they planned to join the foreign fund, instead of the JSDA group, partly because of long-standing rivalries with Tokyo. Gillian Tett, Tokyo

AUSTRALIAN ECONOMY

Strong performance signalled

Australian employment figures released yesterday indicate the economy continued to perform strongly despite the economic and financial difficulties experienced by its major trading partners in Asia.

Employment growth in October exceeded all forecasts with seasonally adjusted unemployment falling from September's 8.1 per cent to 7.7 per cent, its lowest level in eight years. Consumer sentiment, seasonally adjusted, jumped sharply, according to a monthly survey conducted this month, compared with the previous month. Gross domestic product increased 0.7 per cent for the June quarter, compared with the previous quarter, translating into a 3.9 per cent increase year-on-year. Positive assessments of the economy by the Reserve Bank and Treasury all add to the list of indicators yet to show any sign of impending slowdown in economic growth, said Anthony Thompson, senior economist with HSBC Markets in Sydney. Steve Wyatt, Sydney

VIETNAMESE ECONOMY

Hanoi closes two banks

Vietnam says it has closed down two small semi-private banks in Ho Chi Minh City and brought the operations of 10 more under state-bank supervision, in the first stage of a bid to restructure the debt-troubled sector. The state bank governor, Nguyen Tan Dung, said further measures to restructure and merge some of the remaining 52 semi-private, or "joint-stock", banks will be announced before the end of the year.

Vietnam's joint-stock banks were established after liberalisation of the banking system in 1991, with shareholders including both private and state-owned businesses.

The two banks now closed, the Nam Do Commercial Bank and the Mekong Commercial Bank, are both comparatively small, with Nam Do's total assets amounting to less than \$3.85bn. Jonathan Birchall, Hanoi

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NOTICE OF MEETING

Since my quorum as required by law was present at the extraordinary shareholders' meeting held on November 9, 1998, notice is hereby given to the shareholders of MFS AMERICAN FUNDS that a second extraordinary shareholders' meeting shall be held before noon, at the registered office of the Company, 47, boulevard Royal, Luxembourg on December 1, 1998 at 10.00 a.m. local time with the following agenda:

1. Change of the name of the Company from MFS FUNDS to MFS AMERICAN FUNDS.
2. Change of the capital currency from US Dollars to EURO as from February 1, 1999 and amendment of Article 5 paragraph 2 of the Articles of Incorporation to be recorded as follows: "The minimum capital of the Company shall be the equivalent in US Dollars, respectively in EURO, as from February 1, 1999, of fifty million Luxembourg francs (50 000 000 - LUF)."
3. Amendment to Article 5 paragraph 3 of the Articles of Incorporation to be recorded as follows: "The total authorised capital was US Dollars 50,000 - (fifty thousand) divided into 2,500 - (two thousand five hundred) fully paid Class B shares of the MFS INTERNATIONAL FUNDS - US EQUITY FUND, currently MFS FUNDS - US EQUITY FUND, 2,500 - (two thousand five hundred) fully paid Class B shares of MFS INTERNATIONAL FUNDS - US EMERGING GROWTH FUND, currently MFS FUNDS - US EMERGING GROWTH FUND, and 2,541,800 (two thousand five hundred forty-one point eight thousand eight hundred and four) fully paid Class B shares of the MFS INTERNATIONAL FUNDS - INTERNATIONAL GOVERNMENTS FUND, currently MFS FUNDS - US HIGH-YIELD BOND FUND. The shares are of no par value."
4. Change of the date of the holding of the annual general meeting and amendment to Article 7 paragraph 2 of the Articles of Incorporation to replace "the last Monday of April beginning in 1993 at 10.00 a.m. local time" by "the third Monday in June at 10.00 a.m. local time".
5. Amendment to Article 16 of the Articles of Incorporation in order to add a new 16th paragraph worded as follows: "The Company may in its sole discretion meet individual redemption requests in kind if they are greater than an amount to be determined from time to time by the Board of Directors."
6. Amendment to Article 18 paragraph 2 of the Articles of Incorporation to replace any reference to "US Dollars" by a reference to "the Fund's Base Currency".
7. Amendment to Article 19 paragraph 1 of the Articles of Incorporation to be completed in line by: "as well as to any other services provided by the Company from time to time by the Board of Directors".
8. Change of the fiscal year and amendment to Article 20 paragraph 1 of the Articles of Incorporation to be recorded as follows: "The fiscal year of the Company shall start on the 1st day of February each year and shall end on the 31st day of January of the following year."
9. Decision concerning the extension of the current fiscal year until January 31, 1999 (January 1, 1998 until January 31, 1999).
10. Amendment to Article 20 paragraph 1 of the Articles of Incorporation to complete sentence 1 in line by: "... or its equivalent in any other currency."

There will be no quorum requirement and the resolutions will be passed by a majority of 2/3 of the shareholders present or represented and voting at the meeting. Each share is entitled to one vote.

Proxies should arrive at the registered office of the Company at least 48 hours before the meeting. In order to attend the meeting, the holders of bearer shares will have to deposit their shares two clear days before the meeting at the registered office of the Company.

By order of the Board of Directors

China closes big regional stock market

By James Harding in Shanghai

China has shut down one of the country's largest over-the-counter (OTC) stock markets, the latest step in the government's drive to clean up informal institutions of the financial sector.

The unofficial local stock market in Wuhan was sanctioned by the municipal authorities but not by the central government. It was closed by Beijing in a further move to reassert its authority over the unregulated financial business in the provinces that is seen as a threat to social stability.

The closure underlines anxiety about potential flashpoints in China's flawed financial system, as a slowing economy exposes weaknesses of financial institu-

tions as well as industrial companies. China yesterday also announced the closure of one of the oldest and biggest state-owned sugar mills, which has collapsed with debts of RMB700m (\$84m) in one of the country's biggest ever bankruptcy cases.

An analyst at Hubei Securities in Wuhan said yesterday: "The OTC market was like an illegitimate son, which many people believed would be allowed to survive. But Beijing has made up its mind to eliminate it." One reason, he said, was fear of local unrest springing from wide fluctuations on the exchange.

On Wednesday Beijing witnessed one of the boldest public protests since the 1989 demonstrations for democracy, when more than 200

angry investors marched through the centre of the city demanding compensation following closure of a retail brokerage, called Xin Guo Da, which they said cheated them of their savings.

The OTC exchanges, which sprang up in the 1990s in medium-sized cities across China and flourished while the central government turned a blind eye, have at their height boasted a combined market capitalisation of more than \$5bn.

But the closure of the prominent centre in Wuhan, the huge industrial city in central China, signals Beijing's determination to clamp down on the largely unsupervised and highly speculative provincial securities industry.

Beijing has taken unprecedented action against wayward financial institutions this year, closing a bank for the first time in China's modern history and announcing the closure last month of one of the country's largest non-bank financial institutions, Guangdong International Trust and Investment Corporation (Gitic).

The OTC markets, which have grown under the patronage of municipal and provincial governments, appear to be the next target of the government's campaign to centralise control of the financial services industry. Two smaller OTC markets near Wuhan were closed earlier this year.

The closure of the OTC markets also carries risk, as many state sector workers in

poor areas who did not have access to the official stock markets in Shanghai and Shenzhen have poured their savings into unofficial exchanges.

China yesterday marked the continuation of a year-long trend of falling prices, as the benchmark retail price index (RPI) declined 2.9 per cent year-on-year in October. The slide in prices year-on-year was not as steep last month as in September, when the RPI showed prices down 3.8 per cent. Government economists hope this is evidence of a reverse in what they fear has been a deflationary trend.

Prices have been falling in China since October 1997, when Beijing reported its first negative price growth

figures in years. Each month since then, the government has consistently reported negative RPI figures, as the slowdown in income growth and fresh concerns about job security have undermined domestic demand, just as chronic oversupply in many industries has created fierce competition and aggressive cost-cutting. The government has sought to reverse the trend by establishing price floors, pump-priming the economy and clamping down on the smuggling that eats into formal business, so far with limited impact.

China's economic growth in the first nine months of this year was 7.2 per cent compared with the same period last year, below the government's growth target of 8 per cent for 1998.

Fingers crossed that leaders can avoid Apec summit fiasco

The regional economic crisis and fears of protectionism make it a vital meeting, but the odds for success are not good

By Peter Montagnon, Gwen Robinson and Sheila McNulty

A round of applause broke out in Jakarta four years ago when Rafidah Aziz, Malaysia's trade minister, offered Kuala Lumpur as the venue for this year's summit of the Asia Pacific Economic Co-operation (Apec) forum.

Then it seemed that Malaysia was finally willing to become engaged in a regional trade liberalisation process it had hitherto regarded with reserve. But now some of those who clapped must be regretting their enthusiasm. For, as the 21 leaders start arriving in Malaysia this weekend, their meeting is beset with problems that could make it an embarrassing fiasco.

Not only must they look for a credible way out of the economic crisis that has hit Asia over the past 18 months. The US and Australia are at loggerheads with Japan over its refusal to free trade in forestry and fishery products as part of a concerted sectoral liberalisation programme. Worst of all, there is general worry about whether Mahathir Mohamad, Malaysia's controversial prime minister, is a suitable chairman given current domestic tensions, his frequent outbursts against financial investors and his recent decision to impose capital controls.

Normally, the host sets the tone for Apec summits and plays an important role in shaping the outcome. But several of Dr Mahathir's guests are reluctant to be publicly associated with him since charges of sodomy and corruption were laid against his main political rival, Anwar Ibrahim.

Mr Anwar's detention under the Internal Security Act and his court appearance with a black eye last month prompted an outcry even from some of Malaysia's normally reticent neighbours such as the Philippines and Indonesia. President Bill Clinton and Jean Chrétien, Canada's prime minister, are studiously avoiding a bilateral meeting with Dr Mahathir while they are in town.

In that climate it may prove difficult to make progress with the group's normal economic agenda, which is already complicated by the arrival this year of Russia, a large new Apec member with a whole host of problems of its own and a traditional reluctance to play a backseat role.

US officials believe this year's meeting has a crucial role to play in preventing the regional economic crisis from leading to a retreat into protectionism. If the afflicted countries are to continue receiving financial assistance and sell their products in the US, they must maintain open markets of their own and stimulate domestic demand. Japan's reluctance to open its fisheries and for-

estry markets has thus become an issue of symbolic importance.

Japan argues that it is already a large importer of both fishery and forest products, which carry low tariffs of 4.6 per cent and 1.7 per cent respectively. But these are both sensitive products and it was politically difficult to cut tariffs to this level in the Uruguay Round.

Further cuts should come in the context of a new world trade round in which Japan could expect reciprocal concessions, says Masaki Okada of Tokyo's foreign ministry.

But this cuts little ice with those who worry that Japanese recalcitrance could cause the whole concerted action programme to unravel. Indonesia, for example, might be tempted to opt out of liberalisation in other sectors such as chemicals. Sectoral liberalisation covering 40 per cent of intra-regional trade is "central to Apec's work programme," says Joanna Hewitt, Australia's Apec ambassador. "It would be a great setback if we were not able to produce a good package."

But it is not only on sectoral liberalisation that the meeting will be judged. President Clinton said this week that he was looking for a new commitment from Japan to revive its economy as well as moves to facilitate private sector debt restructuring in Asia as part of efforts to revive regional growth. Australia has been

urging Apec countries to commit themselves to international standards in banking and financial market supervision as part of efforts to improve transparency and prevent future crises.

Others, including Dr Mahathir, want reform of the world financial system to be discussed, with several Asian countries expected to call for better surveillance of financial markets and regulation of short-term capital flows. How Dr Mahathir handles this question as chairman is likely to be crucial to the overall outcome of the meeting.

Some participants fear that too much focus on the Anwar trial - many visiting leaders will be under strong pressure from home to raise



Mahathir Mohamad (left) can he hold the Apec conference together?

AP

the issue and there could also be large demonstrations in Kuala Lumpur - might drive him into a corner and prompt further outbursts of anger directed to hedge funds and other portfolio investors. The meeting could then break up in disarray. Even on the Japanese trade question there is doubt over his willingness to bang heads together, because of Tokyo's role in financing large Malaysian infrastructure projects.

Malaysia is trying to keep domestic politics out of the summit. "If we cloud the agenda with political motives, we will never be able to focus on issues of interest to member economies," Ms Rafidah says. Elsewhere a climate of

nervousness prevails, based on the realisation this is one of those rare summits, which cannot be scripted in advance.

The best hope is fear of a fiasco will keep everybody on their best behaviour. Most also agree Dr Mahathir himself needs a positive outcome to boost his flagging international reputation and may want to keep some of his more extravagant views under wraps. "Anyone trying to barge their way through with rhetoric will be pretty savagely dealt with by their fellow leaders and by the media," says Tim Fischer, Australian trade minister. "That in itself will be a constructive dynamic."

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POLL BATTLE GUBERNATORIAL ELECTION COULD EMBARRASS THE JAPANESE GOVERNMENT AHEAD OF A VISIT BY PRESIDENT CLINTON

Okinawa questions merit of US military presence

By Michio Nakamoto in Tokyo

Along the road from the airport into central Naha, Okinawa's largest city, travellers pass a large US army fire station, a US navy ship docked in the port and a huge stars-and-stripes covering the whitewashed wall of a building on Sunshine Road.

They serve as continuing reminders of Japan's security relationship with the US. Okinawa, Japan's southernmost prefecture, has borne the largest burden of that relationship and lived with the legacy of a war most Japanese hardly ever think about.

The prefecture provides more than 75 per cent of the

Japanese land used for US bases, and more than half of the US troops in Japan are based on the island. This has led to an increase in crime and traffic accidents, which have aroused local anger against the foreign military presence.

This Sunday, Okinawans will vote in a fiercely contested gubernatorial election that has ignited a public debate throughout Japan on Okinawa's disproportionate share of the US military burden. The election, which comes a week before President Bill Clinton is scheduled to visit Japan, could be an embarrassment for the Japanese government.

Masahide Ota, the incumbent governor, is calling for

total removal of the US military presence from Okinawa. His opponent, Koichi Imaizumi, a local business leader, believes the US bases should be used to win central government funds for

'Okinawa cannot use its land or sea or skies freely'

the local economy. If Mr Ota wins, the government will have to review its options. He has refused to be moved by government offers of generous funds - Tokyo's answer to Okinawa's woes.

The elections are not just about Okinawa. The debate raging in the prefecture raises difficult questions for the whole of Japan about sharing the military burden, about Japan's security arrangement with the US and about the security of the entire East Asian region.

Mr Ota says Okinawa is being sacrificed by central government to maintain the security arrangement with the US. "Okinawa is not a US territory... but it cannot use its land or sea or skies freely. If the [US-Japan] security alliance is really important, the whole of Japan should bear the responsibility [for it] rather than making a small place like Okinawa bear the

burden," he says.

The US military presence is the single largest obstacle to the prefecture's economic development and independence from central government subsidies, the Ota camp claims.

Mr Ota's firm stand against Tokyo appeals to the local community's resentment towards central government, which many Okinawans believe sacrificed the island during the war and continues to do so in peace.

The Okinawans hate the Japanese even more than the Americans," notes Masayuki Makino, chief executive officer of Makino Works, which runs a highly

successful actors' school. But the growing support for Mr Imaizumi, who is backed by the ruling Liberal Democratic party and the local business community, indicates that many Okinawans are beginning to ask whether Mr Ota's strategy is feasible.

It is unrealistic to think that the US would accept the removal of its bases or that Japan could do without the US military presence, says Masahide Maehiro, assistant professor of sociology at Ryukyu University.

"The US presence provides the prefecture with a bargaining chip with which to win funds and other concessions from the central government, he adds.

Five of Pakistan's power companies agree price cut

By Farhan Bokhari in Islamabad

Pakistan's dispute with private power producers yesterday moved a small step closer to resolution, amid signs the government was yielding to international pressure to end the row.

The government announced that five of the 19 private power producers had agreed to reduce their tariffs by up to 30 per cent, in the first big concession to official demands for cuts. In response, the government agreed to drop its criminal investigations into charges that bribes were paid when the contracts were signed.

Despite yesterday's movement Pakistan appeared to be no closer to resolving the dispute with the Hub power company (Hubco) and Kot Addu Power company (Kapeco), the largest two privately owned power plants

whose shareholders include Britain's National Power.

Ishaq Dar, finance minister, said the five companies had agreed to cut prices through "normal commercial" discussions and "no coercion" was involved.

The government has been locked in a bitter dispute over the issue for months. It has sought cuts in tariffs while pursuing investigations into claims the companies bribed officials under the government of Benazir Bhutto, the previous prime minister. Ms Bhutto opened up the power generation sector for private investors for the first time in 1994, in response to severe energy shortages. Her government was dismissed two years ago amid allegations of corruption.

The corruption investigations into the power sector were seen as an attempt to

force tariff cuts to reduce the losses of the state-owned Water and Power Development Authority (Wapda), notorious for widespread inefficiency and internal corruption. Wapda is obliged to buy at least 60 per cent of the power produced by private companies.

Yesterday's announcement came on the second day of the visit of an IMF team to Islamabad, to finalise a badly needed loan, vital to staff off a foreign debt default. The Fund and the World Bank are believed to have urged the government to back away from its investigations. Both agencies are said to have urged a separation of the tariff negotiations from the criminal investigations and apparently said that the controversy would only further harm Pakistan's already bleak prospects of attracting new investments.

Sadler's Wells

La Compañía de Sevilla

Carmen

An Andalusian folk opera with bugles and drums 18-21 November

Your chance to win tickets for Carmen

Making its London debut at the newly re-named Sadler's Wells, La Compañía de Sevilla's *Carmen* is a grand theatrical spectacle fused with Spanish music and dance. Sadler's Wells will hold a competition live on 18th & 19th November on Saturday 19th November to win one of 20 pairs of free tickets to see *Carmen* on Friday 20 November at 8pm courtesy of Sadler's Wells.

For more information on the competition and to see the full programme of events visit our website at www.sadlerswells.co.uk or call 020 7444 0114. Tickets are available from 18th November onwards at a special price of £5.00 per ticket. The competition is open to all UK residents aged 16 and over. The competition is open to all UK residents aged 16 and over. The competition is open to all UK residents aged 16 and over.

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SG Hambros

NEWS DIGEST

SEMICONDUCTOR SALES TO RECOVER

Global sales heading for 9% growth next year

Global semiconductor sales are expected to bounce back next year following a sluggish 1998 and show overall growth of 9.1 per cent to \$133.4bn, according to the California-based Semiconductor Industry Association.

The SIA, in its semi-annual economic forecast, predicts that the rebound will be led by a surge in memory chips, microprocessors and digital signal processors which are found in electronic products including mobile telephones, set-top boxes and modem communication devices.

Sales should increase by a further 15.2 per cent in 2000 and by 18.2 per cent in 2001 as the growth cycle gathers momentum, the Association said.

"The semiconductor market is a \$122bn industry this year, but we should hit \$182bn by the year 2001," said Steven Appleton, Micron Technology's chief executive. "That is a growth rate of 42 per cent in the next three years."

This year is the first year since 1985 that the overall chip industry has seen sales decline reflecting overcapacity in some product areas - particularly memory chips - and the economic crisis in Asia which has depressed sales for all semiconductor companies. Paul Taylor, London

PHARMACEUTICAL PATENTS

EU takes Canada to WTO

The European Union has requested a World Trade Organisation dispute panel against Canada over its failure to provide adequate patent protection for pharmaceutical products.

The European Commission, the EU executive, said the Canadian rules cost the European pharmaceutical industry several hundred million dollars a year. Its request for a WTO panel comes after the failure of two rounds of consultations between the two sides.

The Commission said Canada's patent legislation did not comply with the WTO's agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS), obliging WTO members to guarantee patent holders exclusive rights to use a patented invention for 20 years.

Under Canadian legislation, parties other than the patent holder may, without the patent holder's consent, use a patented invention to carry out tests to obtain marketing approval of a copy of a patented medicine, before the patent expires, or to manufacture and stockpile patented medicines for up to six months before patent expiry. Sales of European pharmaceutical products in Canada last year reached C\$1.4bn, or 45 per cent of the total Canadian pharmaceuticals market of C\$3.2bn.

Neil Buckley, Brussels

CHINA RETAILING

Duty-free shops planned

China plans to open several more duty-free stores in the centres of its biggest cities next year, offering new outlets for the sale of luxury brand consumer goods from Europe and the US to foreign tourists and residents.

Ge Zhixin, general manager of the China Tax Free Commodities Company, was quoted yesterday by the official media as saying that new duty-free shops were likely to be opened in Shanghai, Beijing and Guangzhou.

Shanghai already has four duty-free stores, some at the airport and others in the heart of the city. The shops, which were first introduced in China 10 years ago, are aimed at overseas tourists and foreigners living in China's main cities. James Harding, Shanghai

OECD Export Credit Rates

The Organisation for Economic Co-operation and Development announced new minimum interest rates (%) for officially supported export credits for November 15 1998 to December 14 1998 (October 15 1998 to November 14 1998 in brackets)

	4.81 (4.78)	Yen	2.10 (2.30)
D-Mark	4.50 (4.82)	Peseta	4.80 (4.94)
Ecu	4.54 (4.58)	Sterling	4.25 (4.47)
French franc		Swiss franc	3.38 (3.57)
Guilder			
Up to 5 years	4.70 (4.75)	US dollar for credits	
5 to 8.5 years	5.00 (4.90)	up to 5 years	5.18 (5.82)
more than 8.5 years	5.55 (5.45)	5 to 8.5 years	5.18 (5.82)
Italian lira	5.19 (5.29)	more than 8.5 years	5.45 (5.79)

These rates are published monthly by the Financial Times, normally in the middle of the month, at a premium of 0.25 per cent as to be added to the credit rates when help of aid, interest rates may not be fixed for more than 120 days.

* The Japanese yen CRR changed to 2.10 as of October 1998 1998. ** The Japanese Yen CRR and change to 2.10 as of November 20th 1998.

CANDIDATES TO HEAD THE WTO ROY MACLAREN: THEOLOGY AND TRADE NEGOTIATIONS

Desire for transparency and a better deal for poorer countries

By Guy de Jonquieres

Roy MacLaren boasts unique credentials in the contest to head the World Trade Organisation. He is the only candidate with a degree in divinity and a diploma from Harvard Business School - along with an impressive string of other educational qualifications.

"Some unkind wit once said I worship God and mammon at the same time," he says. "The study of theology might suggest that some of the metaphysical questions that come before the WTO might be more comprehensible to me than otherwise."

But Mr MacLaren's strongest suit is his range of experience, acquired during a career spanning government service and business. A 64-year-old Canadian, who started as a diplomat dealing with trade and development issues, he worked in advertising and became a successful magazine publisher, before entering politics.

As trade minister from 1983 until 1986, he helped conclude the Uruguay Round and North American Free Trade Agreement. He has since returned to diplomacy, as Canada's high commissioner in London.

He says his career has equipped him to foster the consensus needed to move the world trade agenda forward. "The new WTO director-general must be a person



Roy MacLaren
Nationality: Canadian
Work experience: From 1958 to 1993-95
1994-95
1995
Canada's High Commissioner in London
Minister for International Trade
Minister for National Revenue
Minister of State (Finance)

who can achieve conciliation between the conflicting approaches of those who have some scepticism about further liberalisation, and those who remain ardent advocates."

The more so since the WTO's next big negotiations would need to tackle a broad range of issues far more speedily than traditional trade rounds. Progress would also depend crucially on convincing public opinion and non-government organisations (NGOs) that liberalisation was in their interest.

"When I first became involved in trade policy, it essentially operated at the borders, in areas like tariffs," he says. "That is no longer the case. Trade policy today raises questions of a much more domestic character: they are internal rather than external."

The WTO could only persuade people it was not intruding unreasonably in their affairs by becoming more transparent. It needed to publish decisions and documents faster, distribute them more widely, and

improve dialogue with the outside world, possibly by giving NGOs the "consultative status" they enjoy in the United Nations. Providing better public access to information, he concedes, would add costs to the WTO's already tightly stretched budget. "With my business background, I am all for lean organisations. But I also recognise there is a number of under-funded areas in the WTO," Mr MacLaren says.

He says the body cannot be truly global until China and other applicants are members. But bending the rules to get them in quickly would simply create a two-tier organisation. "It won't be overnight that we see China enter the WTO," he says.

Mr MacLaren's other big priority is to win a fairer deal for the WTO's very poorest members. "We have to be sure the WTO is truly universal in a whole lot of ways, above all by ensuring the least developed countries that multilateral rules work for them."

A case in point was the

WTO decision in favour of a US complaint against the European Union's banana regime. Although correct in narrow trade policy terms, it failed to recognise the vulnerability of the Caribbean economies which depend on banana exports, he says.

Part of the solution, he thinks, is for the WTO to co-operate with the World Bank and other development agencies to step up technical assistance, so poor countries can enjoy more fully the benefits of world trade.

Mr MacLaren bristles, however, at suggestions by some developing countries that the WTO can only tackle their problems effectively if one of them provides its next director-general.

Personal merit, not regional affiliations, should decide the choice of the WTO's new head, he insists. "The issue has ultimately to be who is the best person to take the organisation through some complex and difficult years ahead, with a real understanding of the interests of the total membership."

This is the first in a series of profiles on the four declared candidates to succeed Renato Ruggiero as director-general of the WTO. Mr Ruggiero's four-year term ends in April but he has indicated a willingness to step aside earlier.

Feature, Page 13

EU RAISES OBJECTIONS ALITALIA AND NORTHWEST LIKELY TO CO-OPERATE UNDER AVIATION DEAL

US and Italy agree 'open skies' accord

By Michael Skapinker, Aerospace Correspondent

The US and Italy yesterday agreed a new "open skies" accord. The agreement is expected to hasten the formation of a new international airline alliance, including Alitalia, Northwest Airlines of the US and KLM of the Netherlands.

Washington welcomed the agreement, but the European Commission is expected to begin legal action against Italy over the accord. Brussels is already taking eight other EU countries to the European Court of Justice over their aviation agreements with the US.

The US-Italian agreement, which will allow airlines to fly freely between the two countries, will be ratified when Alitalia and Northwest receive anti-trust immunity from the US authorities.

This will allow them to set prices jointly and sell seats on each other's flights. US officials said they could not say when immunity would be granted.

Alitalia and Northwest are expected to link up with KLM, which has already announced it intends to form an alliance with the Italian

carrier, Continental Airlines, which is pursuing a link with Northwest in spite of opposition from the US justice department, is also likely to be part of the grouping, which is expected to be called Wings.

The airlines would attempt to challenge the dominance of the Star Alliance, the six airline grouping led by United Airlines of the US and Lufthansa of Germany.

Oneworld, the five-carrier alliance led by British Airways and American Airlines, is expected to announce how it plans to operate early next year. BA and American have

said they will not apply for immediate anti-trust immunity, although they would like to achieve it in the long term.

The US has said it will not grant immunity to BA and American until the UK agrees to an open skies agreement. Talks between the UK and US over a new accord broke down earlier this year. BA has said it would prefer aviation relations between the US and UK to be liberalised in stages, allowing London's Heathrow airport to be opened to competition gradually rather than all at once.

David Marchick, US deputy assistant secretary of state for transport, said: "This [US-Italian] agreement means that, of the top six markets between the US and Europe, the UK remains the only country that has not initialised a liberalised air services agreement with the US."

A Brussels official said the Commission would take no action until it had been officially informed of the agreement. It is then expected to write to the Italian government objecting to the accord, as a first step towards beginning court action.

The Commission objects to the open skies agreements because other EU countries cannot take advantage of them. The new agreement would mean that while Italian carriers could fly to the US, other European airlines could not begin services between the two countries. Brussels argues that this violates the principles of the EU single aviation market. The Commission wants to negotiate an overall agreement between the EU and the US but has said this would incorporate, rather than scrap, existing bilateral accords.

Strong demand for internet licences in India

By Mark Nicholson in New Delhi

India has seen strong demand for licences for private internet service providers (ISP) less than a week after the government ended the state monopoly on internet access, with officials saying more than 100 companies have already asked for application forms.

Officials at the department of telecommunications said they had received 50 firm applications and that 11 licences had already been issued, including to MTNL, the state telephone provider for Bombay and Delhi. The remainder, said officials, were from small Indian companies intent on establishing smaller, city-based net access. "We're now issuing around three to four licences a day," said a telecoms official.

The new policy, which ends a monopoly enjoyed for the past three years by VSNL, the state international telecoms provider, allows for national, regional or citywide players, places no limits on the number of licences and requires just bank guarantees to back the licensing. IT industry executives say they expect a rash of smaller players to enter the ISP fray, with citywide providers requiring bank guarantees of just Rs200,000 (\$7,100) to secure a licence.

"It will proliferate like TV cable companies," said Pradeep Kar, managing director of Microland, an internet-based software company based in Bangalore, referring to the early 1990s explosion in India of local, small-scale cable television providers, of which there are now tens of thousands nationwide.

Telecom officials said they would issue a list next week of early applicants, which they said so far did not include the "big players". America Online, CompuServe and other established international internet providers, along with major telecoms groups, are expected to apply for national licences.

Two of India's most successful software companies, Wipro and Satyam Computers, have already declared their intention to apply for national internet licences, while many other big companies are understood to be interested in setting up all-India services.

These include Bharti Telecom, in which BT, the UK telecoms group, has an interest, Zee, the satellite TV company, IN Network, the cable company owned by the Hinduja, the non-resident Indian investors, and the B K Modi group, a diversified company, which was reported in yesterday's business press to be in talks with both Yahoo! and America Online. The new internet policy limits foreign ownership of ISPs to 49 per cent.

Industry executives broadly agree there will be a rush of licences issued within the next few months, followed by a later shake-out in the industry - most seeing fewer than a handful of companies managing to sustain all-India services. "You'll probably end up with just one or two national players, two or three dominant in each region and a lot of city players feeding into the national net carriers," said L. Subramanyam, editor of Dataquest, the IT trade publication.

VSNL, the current monopoly provider which introduced commercial internet services three years ago, has already declared its intention to cut user tariffs and expand network capacity to compete.

Cinemas set for rapid growth

By Alice Rawsthorn in London

Europe's entertainment industry is set for further growth over the next five years, with music sales rising modestly and steep increases forecast for the cinema sector, according to a new study.

The study, by Market Tracking International, the research consultancy, expects western European music sales to fall this year to \$12.2bn, but to rise by 18.4 per cent to \$14.4bn in 2004.

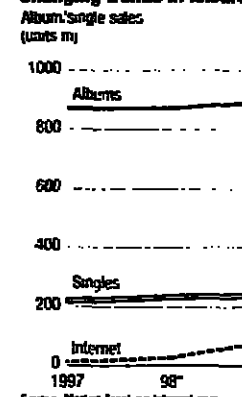
Cinema attendance across western Europe is expected to increase by nearly 11 per cent over the shorter period from 98m this year to 982m in 2002, with box office receipts up by 9 per cent from \$4.73bn to \$5.16bn.

The overall picture of modest growth in the western European music business disguises sharp discrepancies between different countries, according to MTI.

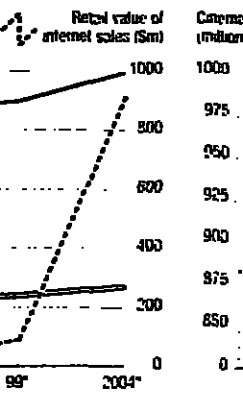
It expects German sales to stall at around \$3bn, while the UK overtakes it as Europe's biggest music market with 12 per cent growth to \$3.37bn in 2004. The fastest growing market will be Portugal, where music sales are expected to double to \$377m over the same period.

MTI expects rapid growth in sales of music over the internet, mostly by mail order, rather than direct dis-

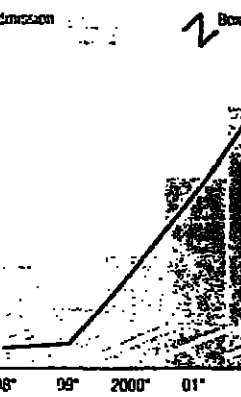
Changing trends in leisure



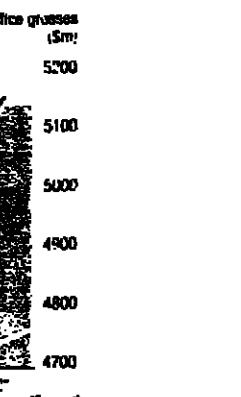
Retail value of internet sales (\$m)



Cinema admissions (millions)



Box office grosses (\$m)



tribution of digitalised recordings to consumers' computers.

Europe still lags two or three years behind North America in terms of internet retailing. MTI estimates that European consumers purchased just \$4m-worth of music over the internet last year, and will buy nearly \$19m-worth this year. However, it expects the total to rise to \$81m next year and \$804m in 2004.

Many European music retailers have recently started selling over the internet. Both CD Now and N2K, the US online retailers, have opened a Netherlands distribution centre. Amazon, the US internet bookseller which is now the world's biggest online record retailer this

autumn, plans to introduce music to its recently launched UK and German online bookshops.

The prospects for western Europe's cinema industry are somewhat smoother. After several decades of decline, the industry revived in the mid-1990s as new multiplex cinemas were constructed across the continent.

MTI expects the multiplex openings to continue, with the number of screens in western Europe rising from 28,511 at the end of this year to 26,859 in 2002.

The availability of larger, more comfortable theatres with a wider choice of films should encourage more people to visit the cinema, and to go there more often,

thereby fuelling robust growth in box office receipts. Annual admissions and box office revenue should show double digit growth in France, Germany and the UK, the three largest western European cinema markets, according to MTI.

The expected upturn in western Europe should be welcome news for the cinema industry, which is braced for more testing trading conditions elsewhere in the world, notably the mature North American market, and economically turbulent Asian region.

European Music & Media Report 1999 is published for £399 by MTI, 7 Archway Business Centre, Westmore St, London N19 4RU. Tel: +44 171 263 1363.

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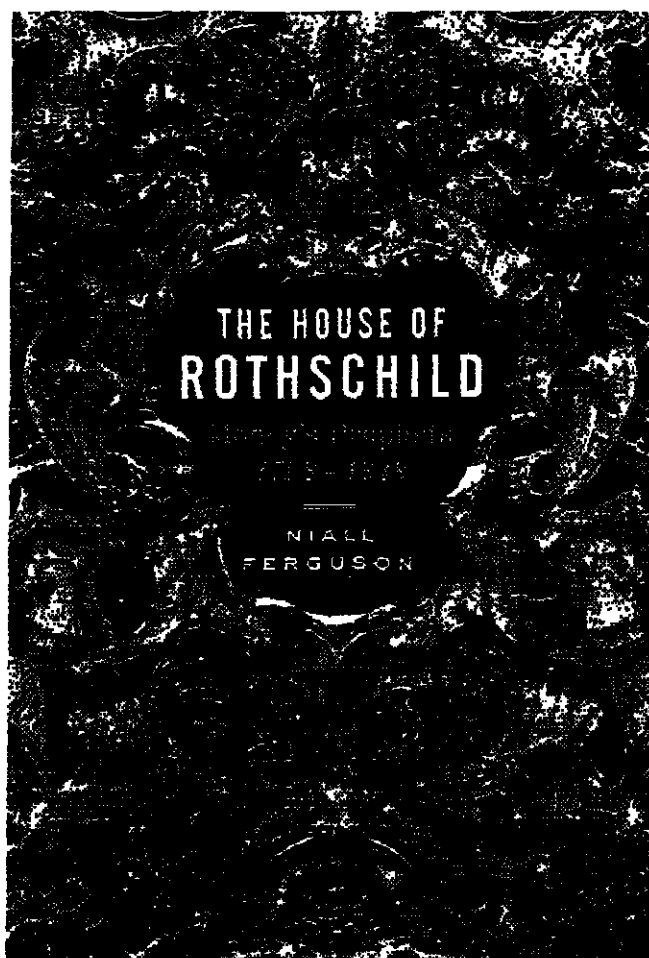
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VIKING

BRITAIN

Taiwan's USI to open Scottish factory

By James Buxton in Edinburgh

Universal Scientific Industrial, a Taiwanese electronics company, is to site its first European factory in Irvine, central Scotland. The £15m (\$25m) investment is further confirmation that Taiwan remains a strong source of inward investment in Britain when there is little new investment from other Asian countries.

USI, founded in 1976, makes components and assemblies for the worldwide electronics industry. It employs more than 3,000 people in Taiwan, Japan and Mexico and has joint ventures in China and Japan. The Scottish plant will handle design, marketing and customer support as the company pursues new opportunities throughout Europe.

Locate in Scotland, the inward investment agency, beat off strong competition from the Republic of Ireland to persuade USI to choose Scotland. Both countries have electronics industries

Minister cautious over high-tech planning application

John Prescott, deputy prime minister and chief environment minister, yesterday moved cautiously on a planning application regarded as a test of the government's attitude towards developing greenfield high-technology centres, Alan Pike writes. He accepted that aspects of a science park Wellcome Trust wants to build

alongside its Hinxton Hall genetics research centre near Cambridge were in the national interest. He has not at this stage endorsed a planning inspector's decision to reject the proposal. More evidence about the scheme will now be required. The government is examining ways of speeding up planning processes to establish dedicated

technology clusters on the lines of California's Silicon Valley. But the interests of high-technology organisations can conflict with priorities of municipal authorities and environmental campaigners. South Cambridgeshire district council said Mr Prescott was now putting the spotlight back on Wellcome.

based mainly on foreign companies, though the Scottish industry, known as Silicon Glen, is larger.

Harvey Wu, vice-president of USI, said that "the wealth of high quality electronics companies in Scotland and

the UK" provided scope for rapid growth. USI was also attracted by the quality of the Scottish workforce and transport links to mainland Europe.

Lord Macdonald, the Scottish business and industry

minister, welcomed USI, saying: "Investment of this magnitude is always good news, but particularly at a time when many companies are feeling the effects of the current global economic downturn."

Irvine is an important centre of electronics manufacture. Fullarton Computer Industries, a subsidiary of the London-based Laird Group, employs about 2,000 people in 13 factories making computer components and assemblies.

Taiwanese electronics companies have continued to invest in the UK since the Asian financial crisis last autumn brought a sharp downturn in the number of companies from the region making inward investments in Europe. The Taiwanese

economy has proved more resilient than others.

However, in September, Lite-On Technology, a Taiwanese computer monitors at Mossend in central Scotland, decided to suspend operations at its plant.

USI is the fifth Taiwanese high-technology company this year to agree to establish UK factories. Acer Peripherals plans a £25m plant to assemble computer monitors in Wales. ADI is to spend £25m to build monitors near Newcastle-upon-Tyne. Delta Electronics is investing £10.7m in a plant at East Kilbride in Scotland to make power supplies for computers, and Forseq is investing £15m to assemble personal computer enclosures near Paisley, Scotland.

First N Ireland arms handover is signalled

By John Murray Brown in Belfast

A parallel handover of weapons with the Irish Republican Army was proposed yesterday by the Loyalist Volunteer Force, an anti-republican group. It was the first sign of a possible break in the long deadlock over "decommissioning" of paramilitary weapons in Northern Ireland.

The proposal came after Mo Mowlam, chief minister for Northern Ireland in the UK government, had accepted as genuine the ceasefire declared in September by the LVF, which accepted responsibility early in the year for several murders of Roman Catholics.

Ms Mowlam said she was satisfied the LVF had "established a complete and unequivocal ceasefire" and welcomed the "significant contact" the group had made with the decommissioning unit headed by General John de Chastelain.

The LVF, which opposed the April peace agreement, said it was ready to begin handing over weapons within weeks now the government had acknowledged its ceasefire, which allowed it to join a scheme under which paramilitary prisoners can be released early.

Pastor Kenny McClinton, who mediates between the group and the decommissioning body, said he had been in contact with the LVF's ruling council and they were prepared to give up a "small but very real" amount of weapons.

Mr McClinton said the

LVF was demanding the IRA reciprocate by decommissioning arms on a 1:10 ratio.

Ms Mowlam's move was welcomed by David Trimble, Northern Ireland's first minister. "I have been pressing for this as the LVF ceasefire is as genuine as that of the IRA and other paramilitary groups," he said.

Implementation of the peace agreement has been held up, with the Ulster Unionists insisting the IRA start the process of disarmament before Sinn Féin, its political wing, can take seats in the executive that will take over the running of the province in February.

Senior republicans justify their refusal to hand over arms on the grounds they are needed to defend their communities against Loyalists. That position will have hardened after the recent killing in north Belfast of a Catholic man who had no paramilitary links.

Ms Mowlam declined yesterday to recognise as genuine ceasefires declared by two republican groups, the Real IRA, which claimed responsibility for the Omagh bombing in which 29 people died in August, and the Irish National Liberation Army, military wing of the Irish Republican Socialist party.

● The Duke of Edinburgh yesterday opened a new check-in hall at Northern Ireland's Belfast International Airport at the end of a three-day visit to the south and the north of Ireland during which the duke became the most senior member of the royal family to make an official visit to the republic.



Mike Fitzgerald resigned as vice-chancellor 'in the interests of the university'

Press Association

University chief quits after 'dumbing down' complaints

By Simon Targett Education Correspondent

The vice-chancellor of Thames Valley University, one of the largest universities in the UK, resigned yesterday after publication of a report showing that academic standards were "at risk".

Mike Fitzgerald quit after a special review by the Quality Assurance Agency found "serious shortcomings in academic management", which had led to a "dumbing down" of degree standards. Thames Valley, formerly the Polytechnic of West London, runs courses not normally associated with uni-

versities, such as rock music and Indian cookery. Mr Fitzgerald was one of the most unconventional university chiefs, renowned for his peroxide hair and earrings.

The Higher Education Funding Council for England had ordered an action team, comprising a former vice-chancellor and a management consultant, to "help the university identify a path to recovery". It was the first sign of readiness to act over standards in institutions that have jealously defended their autonomy.

Baroness Blackstone, an education minister, said the "taxpayer too rightly expects value for money from the

£5bn a year spent on higher education".

Mr Fitzgerald, 47, became the youngest vice-chancellor in the UK in 1991, when he was appointed to run the then polytechnic. He said he resigned "in the interests of the university and its continuing development".

The agency was established last year to safeguard academic standards in British universities. It said external examiners, who check examination scripts, were "disgruntled and disbelieving"; the agency found that some of their reports were "serious indictments of the university as a degree awarding body".

Ministry aide's post may revive fears over Murdoch

By John Gapper, Media Editor

Controversy over links between the government and Rupert Murdoch, the media owner, is likely to be rekindled today by the announcement that another senior government adviser is joining a company partly owned by Mr Murdoch.

Julian Eccles, special adviser to Chris Smith, chief minister for culture, is leaving to become head of corporate communications for Open, the interactive home shopping and banking television service. Mr Smith's responsibility encompasses newspapers and broadcasting issues including television regulation.

The appointment of Mr Eccles follows that of Tim Allan, the former press secretary to the prime minister, who has become director of communications for British Sky Broadcasting, the satellite television service.

BSkyB holds a 32.5 per cent stake in Open, formerly known as British Interactive Broadcasting. The other shareholders are British Telecommunications; HSBC Holdings, the banking group; and Matsushita, the Japanese electronic group.

The appointment of Mr Eccles is likely to fuel criticism over close relations between media enterprises controlled by Mr Murdoch - including the country's top selling daily and Sunday newspapers - since the general election in May last year.

Mr Eccles' appointment has been cleared by Robin Young, the permanent secretary (top official) at the culture ministry, after he consulted the Cabinet Office. Clearance is required when senior officials transfer to the private sector.

Mr Eccles, formerly a Labour Party official, declined to comment yesterday. There has been continued criticism by opposition parties and by rival newspapers of the links between Mr Murdoch and Mr Blair since newspapers controlled by Mr Murdoch switched their line to back the Labour party.

NEWS DIGEST

GOVERNMENT WEBSITE

Central bank chief faces hour of online questions

Eddie George, governor of the Bank of England, the UK central bank, yesterday ventured into cyberspace to defend the Bank's interest rate policy and to answer questions about the imminent launch of the euro.

He was quizzed for an hour on the Department of Trade and Industry's "Enterprise Zone" website, in the latest in a series of online "chats" in which small and medium sized companies are given the opportunity to put their questions to leading business figures.

The 7,000 surfers logging on to the interview was the largest number for any of the DTI's online chats so far. More than 100 questions were e-mailed to the governor during the interview. Mr George said the Bank was well aware that the strong pound had hurt several sectors, notably agriculture and manufacturing. But the "unpalatable truth" was that the Bank had to set one interest rate for the economy as a whole. "We have had a strong exchange rate, although happily it has begun to come off a bit now," he said. Robert Chote, London

DIGITAL RADIO DEFENCE DEAL

US-linked company selected

Brown & Root Services, a subsidiary of Halliburton of the US, has been selected as preferred bidder for a £350m (\$581m) contract for project management of the Bowman programme to provide the armed forces with digital radios.

Brown & Root said it won the competition against four other bidders: Lockheed Martin, IBM, Vosper Thornycroft, and a consortium including Hunting, GKN and Vickers.

The contract, to install an information system in 130 Ministry of Defence buildings and 20,000 sites including vehicles, is being placed by Archer Communications, a consortium including Racal, British Aerospace and ITT Industries. Archer is prime contractor for the £2bn Bowman project. Alexander Nicoll, London

LABOUR PARTY AND LIBERAL DEMOCRATS

Blair sees 'no limits' to pact

Tony Blair, the prime minister, yesterday gave his clearest hint to date that his long-term aim is to create a new and dominating force in British politics by combining the "modern social democrat" wings of the Labour and Liberal Democrat parties. However, he faced angry complaints from Labour's left wing that he is reshaping his government without informing parliament.

The prime minister said there were "no limits" to the extent of future co-operation between Labour and the Liberal Democrats. "The Labour party today stands in the best tradition of modern social democracy," he said. "There are also people in the Liberal Democrats who are modern social democrats." In a BBC radio interview, Mr Blair added that the UK "shouldn't be afraid as a country of trying to find better ways of making our politics work" and that he was "not a tribalist in politics". Robert Peston and George Parker, London Philip Stephens, Page 12

BLOOD CONTAMINATION FEAR

Banned product still in use

British supplies of a blood product given to 80,000 pregnant women a year are still being used months after they were banned because of the risk of transmitting new variant CJD, the government admitted yesterday. Frank Dobson, chief health minister, claimed a worldwide shortage of the Anti-D immunoglobulin, given to some pregnant women to avoid potentially fatal complications for their babies, meant it had taken longer than expected to get it from non-UK sources following BSE contamination fears.

A ban on the use of British supplies of Anti-D was announced in May by the Department of Health, along with other products manufactured with blood donated in Britain after research suggested new variant CJD - the beef-related human version of Creutzfeldt-Jakob Disease - could be transmissible.

Mr Dobson said he needed "to balance the risks of CJD which are presently unquantifiable with the certainty of death and injury if blood products and transfusions are not available". Simon Buckley, London

MILITARY RETAILER

Annual profits up 52%

The Navy, Army, Air Force Institutes (Naafi), which provides retail and leisure services to UK military personnel, is to seek contracts with other military institutions such as Nato and United Nations forces. Naafi yesterday reported a 52 per cent jump in annual profits to £7.9m (\$13.1m). Two years ago, the trading organisation was incurring losses of more than £4m.

Geoffrey Dart, chief executive, said the improvement was in part due to links with familiar brand names such as Bass and Scottish Courage. Peggy Hollinger, London

Finance regulator's impact to be monitored

By George Graham, Banking Editor

The Financial Services Authority, the new integrated regulator for the City of London, is to set up a "practitioner forum" to try to convince the industry that it will be accountable.

The forum will be chaired by David Challen, a senior corporate financier and chairman of J.Henry Schro-

der & Co. It will include representatives from banking, fund management, life assurance and accountancy.

Howard Davies, the FSA chairman, said the forum would review the FSA's cost-effectiveness, impact on the global competitiveness of UK markets and promotion of innovation.

"We want it to monitor market views of our effectiveness and our efficiency

and, in particular, to tell us if we are imposing unreasonable burdens on the industry. We want it to produce and publish an annual report and to become the focal point for City views on the regulatory regime," Mr Davies said last night at the annual dinner of the American Banking and Securities Association of London.

The FSA holds the powers of the old Securities and

Investments Board, together with the banking supervision role previously played by the Bank of England, the UK central bank. Mr Davies added that the FSA would be answerable to parliament through the Treasury, to the courts and to its own board.

Other members of the forum are Barry Bateman, president of Fidelity Management; Donald Brydon, chief executive of AXA Invest-

ment Managers; Amelia Fawcett, managing director of Morgan Stanley Dean Witter; Richard Harvey, chief executive of Norwich Union; Brendan Nelson, financial sector chairman at KPMG; Martin Ritchie, chief executive of Coventry Building Society; Paul Spencer, chief executive of Royal & Sun Alliance; and Derek Wanless, chief executive of National Westminster Bank.



Silvana Giamondi (left) with her models

Craig Stannett

Charles's fund supports entrepreneurs rejected by banks

Unusual couture business is one of thousands of enterprises created with the help of the Prince's Trust, Sheila Jones writes

Fetishist rubber and frocks for transvestites are everyday work for designer Silvana Giamondi. But would Prince Charles approve?

He probably would. Ms Giamondi's couture business got a start in life four years ago with a loan from the Prince's Trust. The trust, founded by Prince Charles 12 years ago, backs young innovators struggling for start-up funds.

"I knew nothing about business when I approached the trust. I just knew I

wanted to be a designer," says Ms Giamondi. The trust accepted her business plan and granted a loan of £700 (\$1,160), with an expansion loan of £1,500 two years later. The company makes suits, gowns, party dresses and "fetish clothes, mainly for men buying for their mistresses". The business made profits last year of £7,000.

Of 40,000 companies created with the Trust's help in the past 10 years, 60 per cent have survived beyond their first three years.

"That's a better survival

rate than the high-street banks achieve," says David Haxby, who is leading an appeal to raise £2m for the trust's Yorkshire and Humber region in northern England. "Of those who don't survive, half go into full time education or into employment because of the experience they have gained."

It costs the trust an average of £2,300 to start a new business, "a fraction of the cost of [state] unemployment benefit". The Prince's Youth Business Trust awards loans

of up to £5,000 for qualifying start-ups and bursaries of £1,000-£1,500. It charges 3 per cent interest, regardless of market rates, and grants a six-month interest holiday on first loans.

"It is funding of last resort," says Mr Haxby. The trust is aimed primarily at the young unemployed with a business idea.

"They may have a limited formal education and not much experience of business life or access to help," he says. "They may be talented, bright, fizzing with energy and determination, but are turned down by the conventional sources of funding."

Five of the Trust's best established businesses in Yorkshire turn over £50m between them and employ 400 people. One of them is The Attik, a branding and graphic design company which began life in an attic 12 years ago. It now has offices in London, New York and San Francisco, and it is opening in Sydney next January. The company made net profits last year of £1m on sales of nearly £5m.

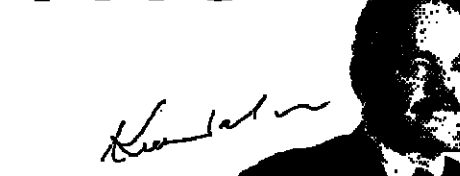
Gameplay, another Yorkshire start-up, was created four years ago by Dylan Wilk, who left school at 17. He sought funding from the banks to set up a mail order

computer games business, but he was rebuffed "because they thought I was too young and inexperienced".

The Prince's Trust granted a £2,500 loan. "They thought it was a gamble too because it was an idea that would fly or flop in its first month," it flew. In four years the company has carved out 2.5 per cent of the UK computer games market.

Business mentoring is central, Mr Wilk believes. The trust places experienced managers, who work voluntarily, with start-up businesses and it provides free legal and accounting advice.

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سكرا من الاصل

BUSINESSES FOR SALE

ABN-AMRO Bank IPRT IONIAN FINANCE

INVITATION FOR EXPRESSIONS OF INTEREST IN PURCHASING AN ANTI-BIOTICS PRODUCTION PLANT OF THE INSTITUTE OF PHARMACEUTICAL RESEARCH AND TECHNOLOGY (IPRT)

According to:
1. the provisions of Law 2000/91 "For denationalisation and simplifying liquidation procedures, promoting the sales of companies and other provisions", and
2. the decision of the International Denationalisation Committee dated 29/9/1997.

It is hereby announced that the Institute of Pharmaceutical Research and Technology (IPRT) (the "Seller") intends to sell its Antibiotics Production Plant, situated in Agios Stefanos in the city of Patras. To this end, IPRT has appointed ABN-AMRO Bank N.V. and IONIAN FINANCE S.A. (the "Advisors") as its exclusive advisers regarding the sale procedure.

Short description of the Antibiotics Production Plant

The Plant was built for the purpose of producing penicillin and cephalosporin based drugs in the form of dry injectables, dry strips and capsules. It is situated in the Industrial Sector in the city of Patras in an area of 19,672.7 sq.m. The Plant's construction started in 1988 and, following its completion and test run in 1990, was never put to use. Although it has been maintained in good condition, the Seller has stated that all the Good Manufacturing Practices were adhered to during the Plant's design and construction phases.

Non-binding Examination of Interest and short list

Interested persons are hereby invited to express their non-binding interest in purchasing the Antibiotics Production Plant in Agios Stefanos in the city of Patras by submitting:

- * a brief description of their full range of activities,
- * financial statements for the past 3 years.

Interested parties may also make notes of additional data they may require and raise any questions which, to their opinion, could influence the content of their binding offers.

Expressions of interest should be written in Greek or English and must be submitted by 14:00 hrs on 30/11/1998 at the latest, at the offices of the advisors as follows:

ABN-AMRO Bank N.V.
130, Thevoos-Avenue
176 75 Kallithea, Athens, Greece
Attn: Mr. Anthony Haidich
Tel: (301) 9397 127
Fax: (301) 9405328

IONIAN FINANCE S.A.
15, Valavritou Str.
106 71, Athens, Greece
Attn: Mr. Konstantinos Chalkidis
Tel: (301) 362291/2
Fax: (301) 3622976

Expressions of interest submitted after the date and time specified above will be disregarded.

During the expressions of interest period, interested investors can receive from the Advisors an informative note that will include a brief description of the Antibiotics Production Plant.

Following the Expressions of interest, investors will be invited to sign a Confidentiality Agreement prior to receiving an Information Memorandum in Greek that will include the terms and conditions of the sale of the Antibiotics Production Plant.

A public Announcement for the submission of binding offers will follow which will include the criteria for the selection of the best offer and further procedure. The IPRT reserves the right to terminate the procedure, should it consider the binding offers as being not acceptable.

For further details, interested investors can contact the Advisors.

This advertisement has been approved for the purpose of Section 57 of the Financial Services Act 1997 by the Financial Services Commission for the purpose of the Securities and Futures Act 1997.

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CONTRACTS & TENDERS

ANNOUNCING A REPEAT PUBLIC CALL FOR TENDERS FOR THE TOTAL ASSETS OF ECON INDUSTRIES S.A.

The Bank of Crete S.A. (15 Vasileosofia Street, Athens 106 71), a special liquidator of the company ECON INDUSTRIES S.A. established at Anassofia, Athens, hereinafter "the company" which has been placed under special liquidation under article 46a of Law 1802/90 by decision No. 7164/1998 of the Athens Court of Appeal.

ANNOUNCING

A Repeat Public Call for Tenders, with sealed, binding offers for the purchase of the total assets of the company referred to below.

BRIEF DESCRIPTION

The Company was established in 1969. In May 1997, it ceased to operate and on 22-07-98 it was placed under special liquidation in accordance with article 46a of Law 1802/90. The company's function was the manufacture and sale of engineering, electro-optical and electronic products.

ASSETS FOR SALE

The assets for sale consist of:

1. An industrial complex in the premises of the municipality of Marousi, Athens, on a plot of land about 50,000sq.m. in area with buildings covering about 7,500sq.m. and 1,500sq.m. under construction (concrete frame).
2. An industrial complex in the premises of the municipality of Spata, Attica, on a plot of land of about 52,000sq.m. with buildings covering about 4,800sq.m. with acres and not manufacturing machinery.
3. The electro-mechanical equipment of the factory premises of:
a) A Finishing Shop which contains services (17) CNC lathe machines, milling centers, lathes, revolving lathes and nine (9) conventional turning machines.
b) An Optical Department which contains optical fabrication, optical coatings and auxiliary measuring and checking equipment.
c) An Electronics Department which contains equipment for fabricating and checking printed circuit boards and other electronic elements.
d) A Quality Control Department.
4. A B-class Workshop with small conventional machine tools and equipment for processing metal surfaces and small, non-precision pieces of older technology.
5. Air conditioning installations, electrical firefighting equipment, a telephone exchange and security system.

Also for sale are the company name, its trade mark, its participations in related companies, any claims it may have and any other assets of the company.

OFFERING MEMORANDUM - ADDITIONAL INFORMATION

Interested parties may obtain a detailed Offering Memorandum and any other information on signing a Confidentiality Agreement.

TERMS OF THE CALL FOR TENDERS

1. The tender will be conducted in accordance with the provisions of article 46a of Law 1802/90 as supplemented by article 14 of Law 2001/91 as in force today; the terms contained in the present call for tenders and the terms contained in the Offering Memorandum regardless of whether they are repeated herein. The submission of a binding offer implies the acceptance of all these terms.
2. For more complete information on the company for sale, interested buyers may obtain, on signature of a confidentiality agreement, a detailed Offering Memorandum and may ask for any other additional information.
3. In order to participate in the tender, interested parties must submit a sealed, binding offer in writing by Friday, 11th December 1998 at 12 noon, to the Athens New York Public assigned to the Tender, Olga Fotopoulou-Hadjilazarou at 77 Solonos Street, 6th floor, tel: (301) 3617704. Offers must be submitted in person or by a legally authorized representative. Offers submitted beyond the deadline will not be accepted or taken into consideration. Offers must not contain terms which impose upon their beneficiaries or which create obligations as regards the price offered or method of payment or any other essential point. The liquidating company and the creditors have the right, at their absolute discretion, either to reject offers which contain terms or exceptions, regardless of whether they are higher than others, or to consider these terms as non-written, in which case the offer remains binding as to the rest of its content.
4. Offers must be accompanied, on penalty of disqualification, by a Letter of Guarantee from a bank legally operating in Greece, to the amount of two hundred and fifty million drachmas (Dr. 250,000,000) as per specimen letter contained in the Offering Memorandum. This letter of guarantee will be valid until its return to the guarantor bank and will guarantee both the content of the offer submitted and any subsequent improvement to it.
5. The offers will be opened by the notary public in her office at 12 noon on Friday, 11th December 1998. Persons having submitted bids by the deadline are entitled to attend the opening of the bids.
6. Offers must specify the price offered and the time and method of payment. In the event that part payment is to be on credit, the offer must state whether it will be interest-bearing and at what rate, as well as what guarantees there will be to ensure its payment.
7. The following are essential criteria for evaluating the offers:
a) the size of the offered price;
b) the guarantees for payment of any part on credit and for abiding by the rest of the terms undertaken.
8. On all points contained in the offer as well as on any other terms that may be agreed upon, the buyer must accept conditions additionally covered by practical or other securities which will guarantee abiding by his obligations.
9. The elements which make up the assets of the company are being sold and will be transferred "as is, where is" and more specifically in their actual and legal condition and at the place where they are situated on the date of signature of the sale contract. The liquidating company, the company in liquidation and the creditors are not liable for any real or legal defects or lack of any particulars of the objects for sale, nor for any imperfect or inadequate description of them in the Offering Memorandum. Interested buyers, must, on their own responsibility and diligence and by their own means and expense, look into and form their own judgement of the objects for sale. The submission of an offer implies that the interested parties are fully informed with regard to the actual and legal condition of the objects for sale.
10. In the event that part payment is on credit, the present value will be taken into account in evaluating the offer, which will be calculated on the basis of the interest rate in force, at the time of submission of the offer, for Greek Government bonds of one year.
11. In the event that the person to whom the assets of the company under liquidation are adjudicated fails in his obligation to appear at the time and place specified in the liquidator's invitation, in order to sign the relevant contract in accordance with the terms of the present Announcement and of his offer, as finally composed, then the guarantee, as above, is forfeited in favour of the liquidator and the creditors in order to cover all expenses of any kind, time spent and real or paper losses sustained, with no obligation to provide proof of such, and consider the amount as a penalty clause and offset it from the guarantee bank.
12. The liquidator bears no responsibility towards participants in the auction, both with regard to the report summarizing the offers or to the proposal of the highest bidder. Also, he is not liable and has no obligations to the participants in the auction in the event that the auction is cancelled or declared null and void if its result is deemed unsatisfactory.
13. These parties taking part in the auction and submitting offers do not acquire any right, claim or demand from the present Announcement and from their participation in the tender, against the liquidator or the creditors for any cause or reason.
14. According to para. 13 of article 46a of Law 1802/90 the sale contract and the necessary transfers, according to it and any other relative transaction are exempted from taxes, dues or state or third party rights or stamp duties, while the rights and forms of mortgages, liens, servitudes and mortgages are restricted to 30%. Any expenses incurred in the sale of the assets (VAT, the fees of buyers, notaries and mortgages, judicially supervised, etc.) rights and other expenses) are to be borne by the buyer. The present was drafted in Greek and translated into English. However, in the event of differences occurring in translation, the Greek text will prevail.

In order to obtain the Offering Memorandum and for any additional information, interested parties may apply to the liquidator:

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or at the company's installations at
MARKOPOLIA, ATTICA
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THE DAVID THOMAS PRIZE

David Thomas was a Financial Times journalist killed on assignment in Kuwait in April 1991. Before joining the FT he had worked for, among others, the Trades Union Congress.

His life was characterised by original and radical thinking coupled with a search for new subjects and orthodoxies to challenge, particularly in the fields of industrial policy, third world development and the environment.

In his memory a prize has been established to provide an annual grant to enable the recipient to take time to pursue a particular project.

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Applicants, aged over 21, of any nationality, should submit a typed entry of up to 500 words in English, together with a brief c.v., describing a practical innovation that would improve the lives of as many people as possible. Please keep David Thomas's interests in mind when writing the entry and suggest ways in which your project might be evaluated for success after implementation.

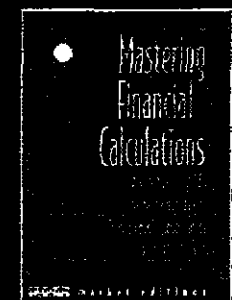
The winner will receive a cheque for £5,000 to implement the project, which might cover technology, medicine, social policy, scientific, financial, transport or other sectors. The project will be considered for coverage in the Financial Times.

CLOSING DATE JANUARY 8 1999

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Tuned into his past and the future

As a festival of Henze's music gets under way, Andrew Clark discusses the life of the composer as seen through his autobiography

If anyone deserves to be known as the Grand Old Man of German music, it is not Karlheinz Stockhausen, whose 70th birthday passed almost unnoticed, but Hans Werner Henze. The embodiment of his country's musical tradition. Of the two, Henze has always received the reader's welcome in the English-speaking world. This week has found him in Manchester, presiding over a festival of his music at the Royal Northern College. It is typical of Henze to be devoting time and energy to the younger generation. And Manchester has rewarded him with a rich survey of his output, including two UK premieres, at tonight's concert and the Seventh and Eighth symphonies tomorrow.

The festival coincides with the publication in English of Henze's autobiography, *Bohemian Fifties* (Faber and Faber £30, 509 pages). Educated under the Nazis, forced to serve in Hitler's army and long at odds with his country's musical establishment, Henze has led a tempestuous life, constantly haunted by his own and his country's

past. Much of his career has been an attempt to exorcise that past; and his autobiography suggests the process is far from complete.

Henze spent an inordinate amount of his early adult years trying to escape Germany, but the land of his birth provides the leitmotif of his story: German nationalism, German forests, German dissonance. Arriving in Naples in 1953, he rhapsodises about slipping off the shackles of the past, but admits that his music cannot divert itself of "the echoes left in my psyche by all that is German".

This strangely disengaged, rambling account will not make much sense to anyone unfamiliar with Henze's music or the cultural politics of mid-20th century Germany. There is little musical insight, and even less distilled wisdom. *Bohemian Fifties* is not so much a memoir, more a roll-call of names and events, mostly recast from diary jottings - which gives it an oddly constructed quality, like a lot of Henze's music.

The personality which emerges is not unlike two of

his operatic creations: one moment he is Mittenhofer (*Elegy for Young Lovers*), narcissistically drawing on others' misfortune for the benefit of his own poetic fantasy; the next he is Prince of Homburg, the incurable dreamer who offends others by breaking their codes of behaviour. Both are self-ob-

The personality which emerges is not unlike two of his operatic creations - one moment he is Mittenhofer, the next he is the Prince of Homburg

essed, so it is no surprise to find Henze making liberal reference to his own fragile psyche and violent swings of mood, none of which did his early career any good. He seems to have spent his life struggling with insecurity - about his childhood, his wartime service, his sexuality, his outsider status in the German musical establishment.

The calm, collected, civilised septuagenarian we know today still bears the scars. He attacks the doctri-

naire powermongers of post-war German music: their "sharp-tongued menapausal spouses were invariably piqued when they noticed that other men did not find them desirable and pursued their lips as they drooled with middle-class malice and laughed uproariously whenever their menfolk regaled

gives a Turner-esque portrait of fog-bound London, is baffled by Elgar's music and directs some unexpected barbs at Susana Walton, Colin Davis and Glyndebourne. Italy arouses unqualified affection, though a *Death in Venice* atmosphere pervades the later passages, as visions of mortality mingle with "sybaritic days beneath chestnut trees in flower". The Mediterranean brings out the conflict between the monk and the hedonist in Henze. What he found there was tranquility - fertile soil for concentrated creativity, and the perfect foil for his hang-ups and bohemianism. He hero-worships Visconti, displays a curious loyalty to the shamelessly disloyal Nono, and settles down to cultivate his vines.

Montepulciano, the summer workshop he founded in the Tuscan hills, emerges as the most fruitful vessel for Henze's idealism - though even here, there is disappointment when ideals clash with reality. That, of course, is another leitmotif of Henze's story - no more so than when we read his

blow-by-blow account of the *Raff* of the *Medusa* scandal (the Hamburg premiere was disrupted by riot police). In retrospect, there's something ridiculous about the whole episode, but at the time it did Henze untold damage: his naive public remarks caused huge misunderstanding and made him an object of mockery, and one can't help concluding that his political activism was a reckless waste of creative energy.

But anyone expecting Henze's autobiography to be an extended *Wahn*-monologue, like Hans Sachs musing on the follies of this world, will be disappointed. It is neither urbane nor worldly wise - nor is there much recognition that Henze has learned the error of his ways.

There are nuggets worth the trawl. Henze is good on his early years, where he has no diary, travelogue or opus numbers to fall back on. The deprivations of childhood are probably exaggerated, but he conjures up the secretive world of imagination he developed. Ordered not to play music after his grand-

mother's death, his only recourse is to start writing it. He has little or no relationship with his father, who tells him that homosexuals belong in concentration camps.

War service is a mixture of the surreal, the nightmarish and the farcical. He offers useful insights into German musical life in the 1940s and 1950s, such as the enormous - but hitherto little-known - influence of K.A. Hartmann's *Musica Viva* concerts in Munich. Young musicians meeting Henze in Manchester this week will scarcely recognise his self-portrait. Given the quality of his previous writings, and the passion of his best music, he does himself an injustice. But the book does offer a useful warning about composing for the theatre. "Don't get worked up, remain aloof, don't get involved. It makes not a scrap of difference." In other words, don't do as Henze did.



Germany provides the leitmotif of his story: Hans Werner Henze

OPERA BORIS GODUNOV/ENGLISH NATIONAL OPERA

Light shed on dark tragedy

Of the many absorbing stage-pictures in English National Opera's new production of *Boris Godunov*, none is more expressive than the build-up to the coronation. Boris is introduced informally, surrounded by his family in the imperial apartments; the next moment we see him as tsar, paraded before the people like a puppet; only then do we hear his opening aria, spotlight in a way that makes us privy to his soul. In little more than a flash, the production reveals Musorgsky's dark tragedy as a psychological study of immense breadth and depth.

ENO chose *Boris* - and specifically the original seven-scene version of 1869, plus the Kromy Forest finale from the composer's 1874 revision - for all the wrong reasons. Financially, but Francesca Zambello's staging, conducted by Paul Daniel, succeeds for all the right reasons, namely artistic. It does not tell us everything about *Boris*, but it tells us more than most productions, and does so with a degree of colour, conviction and clarity that ranks alongside Zambello's best work. The symbolism is rich and communicative - no more so than the Simpleton's tender embrace of Boris after refusing to pray for him. And the breathtaking speed of the scene changes gives the drama a rare force and continuity.

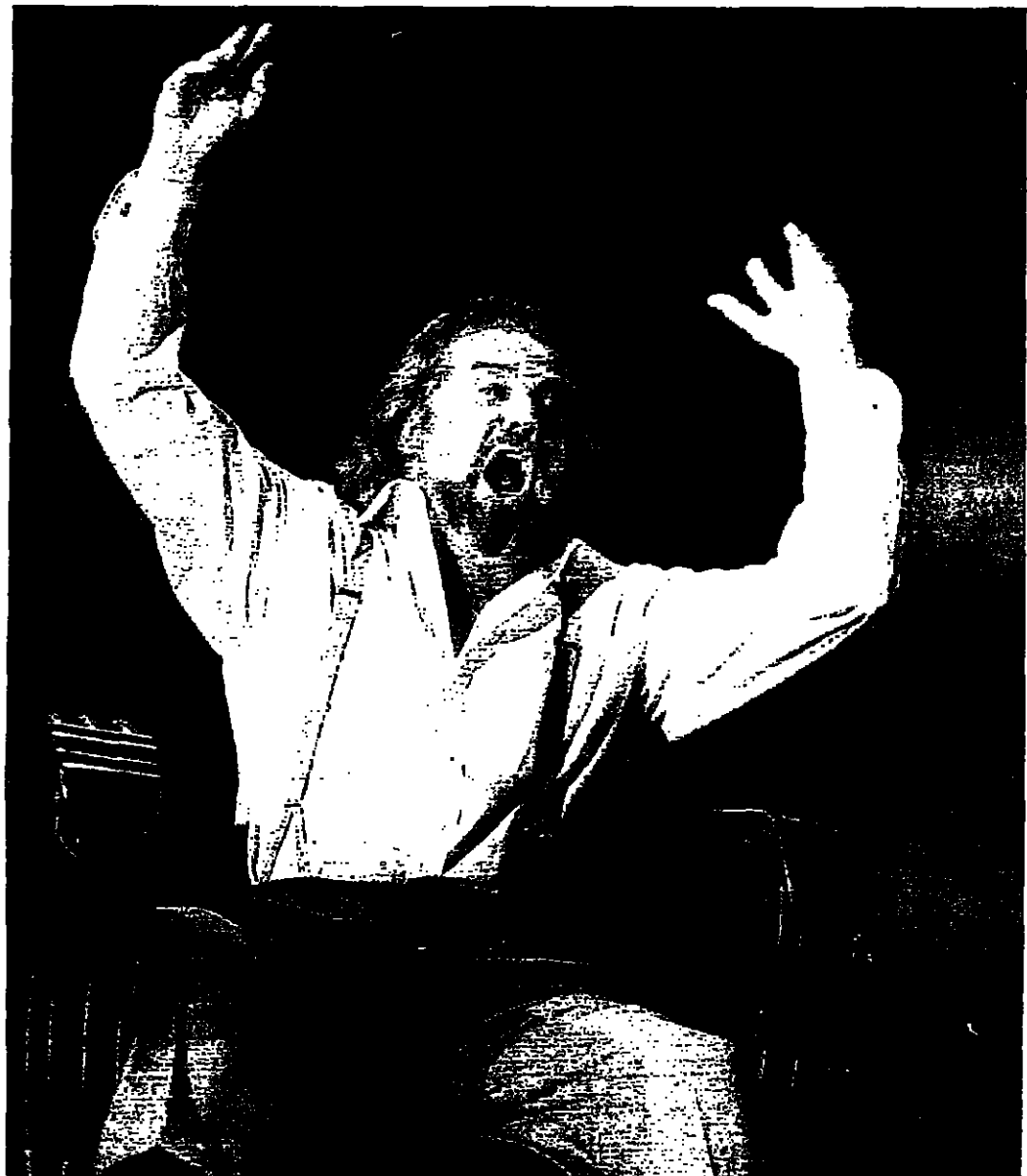
The imagery chosen by Zambello and her designers, Hildegard Bechtler and Nicky Gillibrand, is close enough to our own world for us to recognise the characters as flesh and blood, rather than historical archetypes; and yet it remains sufficiently vague to retain the aura of a parable. Boris, boyars and security police are kitted out in Hugo Boss suits and fur-collared coats, like perpetrators of state thuggery in one of the former Soviet republics. But they are surrounded by just enough gold and stylised icons to suggest a larger historical perspective.

Supported by Wolfgang Göbbel's lighting (notably some sky-wide silhouettes in the tumultuous finale), Bechtler constantly surprises us with the resourcefulness of her stage settings. The individual constituents may be primitive - a three-wheel trolley for Boris's throne, a buttressed panel skirting the inn and monastery, a wall of the Kremlin - but they add up to an unusually suggestive ground-base. There's no danger of "bare essentials" uniformity, nor of stage spectacle for the sake of it. Like all the most truthful productions, this *Boris* concentrates on people, with thoughts and emotions we can call our own.

That applies just as much to the chorus, which Zambello organises with virtuosic sleight of hand, ramming home the cruelty and guilt of the mob. I'm still not convinced of the necessity of the Kromy Forest: it tips the opera's dramatic balance of the original. If you're going to include it, you have to add the other 1874 additions as ballast. Its principal merit here is to give the ENO chorus a scene to themselves, and on this stupendous form (chorus master Stephen Harris), they deserve every ounce of exposure.

A production like this can only succeed if it is crowned by a singer-actor of John Tomlinson's patriarchal strength and charisma. Tomlinson convinces us that Boris is a great-hearted man, trapped by power, and tortured by his past, who seeks solace in his children. We see the whites of his eyes, the sweat on his brow; even the strain of his roaring bass in its upper reaches says something about the tsar's crude humanity. Tomlinson's histrionic conviction, above all in his scarping asides to Shuisky and to the boyars' council, makes you forget he is singing in English.

To ENO's credit, this is anything



Patriarchal strength and charisma in the title role: John Tomlinson

but a one-man show. John Connell's Pimen is younger and more ambiguous than usual, but sung with clean authority. John Daszak builds on the good impression created by his Dmitry for Welsh National Opera: Robert Tear gives a highly plausible impersonation of Shuisky as puppet-master; and Della Jones leads a merry dance at the inn. Roberto Salvatori and Susan Gritton make their presence

felt in smaller roles, but Timothy Robinson's Simpleton is too knowing. Daniel does not impose his presence in the way some *Boris* conductors do, preferring instead to guide his forces with calm assurance. This pays dividends in the big set-pieces, which have a mighty musical inevitability, but the private scenes could do with a tighter pulse: at Wednesday's first night,

the insistent rhythmic figures accompanying Boris's death did not generate the necessary atmospheric tension. Despite that quibble, this *Boris* is a theatrical achievement in ENO's finest tradition.

A.C.
At the Coliseum, London WC2

Fun poked at all and sundry

THEATRE

SARAH HEMMING

Much Ado About Everything
Playhouse Theatre, London WC2

On the stage of the Playhouse Theatre, the tiny Rabbi-turned-comedian Jackie Mason is surveying his front row with the air of an exasperated maths teacher. "Are you getting any of these jokes, Mr?" he says, jabbing his finger at a man in the front row. But it's OK. Mason relaxes into a beatific smile and a trademark shrug of the shoulders. "I don't pick on anyone. It's not in my nature," he rumbles in his dense New York Jewish accent - and proceeds gleefully to pick on all and sundry.

Mason, or Jacob Maza, as he used to be, is enormously skilful, very funny and compellingly watchable. A small square figure striding back and forth on the stage with his stiff gait, he surveys the audience from beneath hooded eyelids that give him the appearance of world-weary wisdom. His guise is that of a man who would far rather not have to make comedy - "I'm not making fun of anyone. It's not in my nature," he protests over and over again - but the world is full of absurdity, so what can he do? He is simply carrying out his duty. "I can't be in good taste and make a living," he shrugs.

His first stop on the first night of his new London run is the tortuous logic surrounding revelations about politicians' private lives, and he is straight onto uncomfortable territory about mixed up attitudes to homosexuality. Mason is not afraid of political

correctness. He has spent much of his professional life having his humour criticised for being too Jewish or not Jewish enough. Now, he seems fearless. He will make jokes involving Jews, jokes involving blacks, jokes involving women and jokes involving gays - though none of his material is anti-semitic, racist, sexist or homophobic.

For the most part though, his targets are pretentiousness and pomposity. He hates the overpriced nonsense that accompanies fashion, and has a very funny set about the rooms in expensive hotels, the food in expensive restaurants and the coffee in expensive coffee shops, where you pay a mint for "drinking burnt coffee from a cardboard cup. You drink it in the window and you clean up when you've finished."

The Internet comes in for some stick, too, and, like all comedians, he falls upon the god-given gift of Bill Clinton with relish and gratitude. Again, it's the twists and turns in the logic of the revelations to the grand jury that most amuse him. "If oral sex is not sex, what is it?" he asks, palms upturned in innocent bewilderment. "People are calling up bookers to get their money back."

He reads his audience very well - one had the impression he was on his best behaviour on press night and could be much more dangerous if he felt like it - and plays with his material like a jazz musician. Above all, he is a canny and very funny observer of modern life. But be sure you can keep up with him before you book a seat in the front row.

INTERNATIONAL

Arts Guide

ABERDEEN

OPERA
His Majesty's Theatre
Tel: 44-1224-641 122
The Magic Flute: by Mozart. Scottish Opera production by Martin Duncan, conducted by Richard Farnes; Nov 13, 14

BERLIN

DANCE
Deutsche Oper
Tel: 49-30-34384-01
Cinderella: new staging by Roberto de Oliveira. The title role is danced by Tamako Akiyama, and the conductor is Peter Ernst Lassen; Nov 13, 17

CHICAGO

CONCERTS
Orchestra Hall
Tel: 1-312-294-3000
www.chicagosymphony.org
Chicago Symphony Orchestra: conducted by Riccardo Chailly in works by Ravel and Rachmaninov. With piano soloist Ivan Moravec; Nov 13, 14, 17

EDINBURGH

OPERA
Edinburgh Festival Theatre
Tel: 44-131-529 6000
Scottish Opera: Tristan und Isolde, by Wagner, in a production by Yannis Kokkos, directed here by Peter Watson and conducted by Richard Armstrong; Nov 17

LONDON

CONCERT
Barbican Hall
Staatsoper unter den Linden
Tel: 49-30-2035 4555

www.staatsoper-berlin.org
Christoph Columbus: by Milhaud. New staging by British film director Peter Greenaway, conducted by Philippe Jordan; Nov 15

CHICAGO
CONCERTS
Orchestra Hall
Tel: 1-312-294-3000
www.chicagosymphony.org
Chicago Symphony Orchestra: conducted by Riccardo Chailly in works by Ravel and Rachmaninov. With piano soloist Ivan Moravec; Nov 13, 14, 17

OPERA
Lyric Opera of Chicago
Tel: 1-312-332 2244
www.lyricopera.org
Ariadne auf Naxos: by R. Strauss. New production by John Cox, conducted by Robert Spano. Cast includes Deborah Voigt and Susan Graham; Nov 15, 17

EDINBURGH
OPERA
Edinburgh Festival Theatre
Tel: 44-131-529 6000
Scottish Opera: Tristan und Isolde, by Wagner, in a production by Yannis Kokkos, directed here by Peter Watson and conducted by Richard Armstrong; Nov 17

LONDON
CONCERT
Barbican Hall
Staatsoper unter den Linden
Tel: 49-30-2035 4555

Tel: 44-171-638 8891
London Symphony Orchestra: Michael Tilson Thomas conducts a series of works by Stravinsky; Nov 15

DANCE
Sadler's Wells
Tel: 44-171-863 8000
Rambert Dance Company: Cruel Garden, by Lindsey Kemp and Christopher Bruce. Evocation of the life and work of Federico Garcia Lorca, set to music by Carlos Miranda, performed by London Music; Nov 13, 14

OPERA
English National Opera, London Coliseum
Tel: 44-171-632 8300
Boris Godunov: by Mussorgsky. Conducted by Paul Daniel in a new staging by Francesca Zambello, with sets by Hildegard Bechtler. John Tomlinson sings the title role; Nov 14

LOS ANGELES
OPERA
L.A. Opera, Dorothy Chandler Pavilion
Tel: 1-213-672 8001
www.laopera.org
Faust: by Verdi. Revival conducted by Gabriele Ferro in a staging by Stephen Lawless, with sets by Hayden Griffin; Nov 14

MANCHESTER
CONCERT
Bridgewater Hall
Tel: 44-161-907 8000
Alfred Brendel: recital by the pianist, of works by Schubert and

Mozart; Nov 17

MUNICH
CONCERTS
Philharmonie Gasteig
Tel: 49-89-5481 8181
Munich Symphony: conducted by Hayko Siemsen in Verdi's Requiem Mass. With the Munich Motettenchor and soloists including Olga Romanko; Nov 13

OPERA
Bayerische Staatsoper
Tel: 49-89-2185 1920
www.staatsoperbayern.de
Der Freischütz: by Weber. Conducted by Zubin Mehta in a new production by Thomas Langhoff, with designs by Jürgen Rose. Cast includes Petra-Maria Schmitzer and Peter Seifert; Nov 15

NEW YORK
CONCERTS
Avery Fisher Hall, Lincoln Center
Tel: 1-212-875 5030
www.lincolncenter.org
New York Philharmonic: conducted by Colin Davis in works by Berlioz, Martin and Mahler. With soprano Inger Dam-Jensen and bass-baritone Thomas Quasthoff; Nov 13, 14

OPERA
Metropolitan Opera, Lincoln Center
Tel: 1-212-362 6000
www.metopera.org
Le Nozze di Figaro: by Mozart. New staging by Jonathan Miller, with designs by Peter Davison.

The cast is headed by Felicity Lott, Cecilia Bartoli and Bryn Terfel, and the conductor is James Levine; Nov 14

ROME
EXHIBITIONS
Palazzo del Quirinale
La Dama con l'Ermine: Leonardo da Vinci's 1489 portrait of the young mistress of Ludovico il Moro travels to Italy for the first time since 1800, when it was purchased by the Polish Prince Czartoryski; to Nov 14

SAN FRANCISCO
OPERA
San Francisco Opera, War Memorial Opera House
Tel: 1-415-864 3330
www.sfoopera.com
Don Carlo: by Verdi. Conducted by Emmanuel Joel in a staging by Emmanuel Joel with designs by Zack Brown. Cast includes Anthony Michaels-Moore; Nov 14

Norma: by Bellini. Conducted by Patrick Summers in a staging by Andrew Sinclair, with sets by José Varona. The title role is sung by Carol Vaness; Nov 15

STOCKHOLM
EXHIBITIONS
Moderna Museet
Tel: 46-8-5195 5200
www.modernamuseet.se
In Visible Light: Photography and Classification in Art, Science and the Everyday. Traces the evolution of photography from its

anthropological and scientific applications in the late 19th century to works by artists including Andy Warhol and Cindy Sherman; to Nov 15

TAKAOKA
EXHIBITION
Takaoka Municipal Art Museum
The Carmen Thyssen-Bornemisza Collection: touring show of 94 paintings, ranging from the 18th century to the early 20th. Highlights include 19th century Spanish works and works by American painters. Also on display are recently acquired works by Delaunay and Braque; to Nov 15

TOKYO
CONCERT
Suntory Hall
Tel: 81-3-3584 9999
Tokyo Symphony: conducted by Naoto Ohnomo in works by Mathias, Mozart and Elgar. With flute soloist Emmanuel Pahud; Nov 14

EXHIBITION
Metropolitan Museum of Photography
Tel: 81-3-3280 0031
Love's Body: Rethinking Naked and Nude in Photography. Includes works by Alfred

WASHINGTON
OPERA
Washington Opera, Kennedy Center
Tel: 1-202-295 2400
www.dc-opera.org
Fedora: by Giordano. Conducted by Roberto Abbado in a production by Lamberto Puggelli, directed here by David Edwards, and designed by Luisa Spinatelli. The cast is led by Mirella Freni and Plácido Domingo; Nov 14, Nov 17

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At 08.20 Tanya Beckett of FTV reports live from LIFT at the London market opens.



PHILIP STEPHENS

The goal is set

The destination is Europe and its single currency, the route is flexible. That is Mr Blair's direction

The policy is indeed when rather than if. Close up, Tony Blair is as certain as any politician can be that he will join the single currency. But those in the nation's business community (and in other European capitals) impatient for binding commitments and rigid timetables will be disappointed. Britain's prime minister intends to proceed at his own pace. We have a while yet to wait before he tells us the how.

The misjudgment most often made about Mr Blair is that he is a strategist. The prime minister has as clear a sense of strategic ambition as any politician I have ever met. His thought process begins by defining the destination. Look back and you can see that is how he went about making his party in his own image. It is how he intends to reshape the wider landscape by forging a progressive alliance with Paddy Ashdown's Liberal Democrats.

Once the goal is set, though, Mr Blair is flexible as to the route. As long as he is travelling in the chosen direction, he is unapologetic about tacking this way or that. Others may chide him for running scared of Rupert Murdoch's europhobic newspapers or for supping with Conrad Black, that Canadian champion of warm beer and little England. Mr Blair doesn't care.

Grandstanding is futile. Getting there is what counts. It's big picture politics. And so it is with Europe. Let's start, as it were, at the end. Mr Blair sees Britain's future embedded in the European Union. There is an umbilical cord tying its economic prosperity and political influence to the rest of the European continent. Taking, say, a 10-year view,

the ambition is to see the nation both fully engaged and, just as important, comfortable in the relationship. No more than common sense, many of you might say. Yet it is a state of affairs never achieved during the past 50 years.

Mr Blair values as much as any recent occupant of his office the transatlantic relationship. But he understands, as did perhaps only one of his predecessors, that the nation's voice has resonance in Washington only for as long as it is also heard across the Channel.

He can take for granted Bill Clinton's friendship. It has not been forgotten in the White House that Mr Blair's support was unwavering even as others wrote Mr Clinton's political obituary. It is in Europe that he must seek to shape events. Less brash than a year ago, Mr Blair no longer boasts of leading. After some early slips, he has learned that it is better to be listened to than to be loud. His rhetoric will never exactly be modest. But the emphasis is now on partnerships and alliances.

Here resides then the context for his approach to the euro. To Mr Blair's mind, staying out for the duration of the present parliament was practical politics. He is unlikely to change his mind. Going in during the next is essential to his wider political purpose. But to do that he must win a referendum. And he does not intend to risk losing it.

"This explains some of the recent confusion about the government's stance. When Peter Mandelson, the trade and industry secretary and the prime minister's roving ambassador in Europe, remarked to industrialists that it was a question of "when" sterling makes way for the euro, he was

speaking his master's mind.

But Mr Blair would prefer he had not said it. He was irritated, too, that a similarly upbeat message at the same conference from Gordon Brown, the chancellor, was interpreted as a deliberate shift in policy. As it happens, this had more to do with cock-up than conspiracy. For all Mr Blair's exhortations about the need for what he calls "joined-up" government, these two senior ministers felt it unnecessary to co-ordinate their speeches.

For the time being, the prime minister is sticking publicly with the more ambiguous policy that the government will "first prepare and then decide". He knows the frustration this generates among business leaders. A policy which asks them to prepare in haste while he decides at leisure does not cut much ice with industrialists.

But Mr Blair wants to wait. Two things incline him towards caution. The first is the row between politicians and central bankers in the euro-zone. The refusal of the central bankers to act against the risk of deflation (and the contrast with the interest rate cuts made by the Bank of England) hardly makes this an auspicious moment to harden the commitment to the euro.

More importantly, for all the optimism of the Treasury's forecasts, Mr Blair is as uncertain as the rest of us as to the severity and duration of the coming economic downturn. His principal concern is to protect the government's reputation for sensible economic management. He does not wish to lay himself open to the charge that the euro is merely an escape route from incompetence. Alongside these two

immediate obstacles, Mr Blair sets a wider context for the effort to win over public opinion. The mood for most of the Conservative years was set by images of battles fought and most often lost. Mr Blair wants to draw a new picture of initiatives launched and advantages gained. Hence his proposal to create a new defence dimension within the European Union, a theme he will return to today in a speech on the future of the Nato alliance.

None of this will satisfy those eager for action the day after tomorrow. And there are powerful figures in government pushing for a more robust stance. Some say the publication in January of a national changeover plan for the euro is the occasion to acknowledge publicly that it has become when. Mr Blair has yet to decide.

The risks for the prime minister's strategy, though, lie without as well as within. It assumes that Emu is a static enterprise. We know that it is not. Having created a monetary union, the governments of the euro-zone now intend to add the economic dimension of Emu. Some of the parameters were set out this week in a fascinating lecture delivered to the Centre for Economic Policy Research by Dominique Strauss-Kahn, the French finance minister.

Neither France nor Germany wants a European economic government. Nor do they intend to hand their control of taxation and spending to some new finance minister in Brussels. The open question, though, is how far and how fast will the euro countries move along the road to tighter co-ordination of national economic policies.

Mr Blair is perforce a bystander in this debate. And it does not take much to feed the paranoia of the Eurosceptics. They are already talking of fiendish plots to double the basic rate of income tax. The government will not find it easy to neutralise such hysteria. The mistake Britain has most often made in Europe has been to assume it could determine the pace of events. Mr Blair must take care to avoid repeating it.

LETTERS TO THE EDITOR

Scotland's fragile communities are in need of help

From Mr Anthony Chamier.

Sir, James Buxton's article on land reform in the Scottish Highlands ("New breed of owners makes history in the Highlands", November 11) does not quite say it all.

Those who live on the big estates in north-west Scotland do not have the money themselves to buy the land, nor indeed in many cases the means to live there without continuing subsidy. It follows that someone else has to pay. The someone else may be a wealthy charitable

individual, an agency of government (the taxpayer) or the National Lottery. In each of these cases the donor allocates resources that could otherwise be applied elsewhere.

The real question is whether public policy should encourage the large payments involved for the benefit of very small numbers of people living on west Highland estates. Would not the money, charitable or taxpayer's, be better deployed to help larger numbers of

people elsewhere who suffer far greater deprivation? In other words, to use a purely Highland comparison, why should a few hundred citizens, living in an enviable environment, receive subsidies on a massive per capita scale when the same money could achieve far more and touch many more people living in the seriously deprived urban areas of north-east Scotland?

There is no defence for irresponsible landlords and many reasons of sentiment

why help should be given to remote and fragile communities. But what hard reasons are there for robbing the many who desperately need help, in order to pay very large sums to benefit the few? Your article did not face this, nor so far has the public political debate in Scotland.

Anthony Chamier,
Achanuise House,
Ardrross by Alness,
Ross and Cromarty,
IV17 6YB, UK

No surprises in review of offshore centres

From Mr Peter J. Rose.

Sir, In your Private Banking review (November 9) you noted that earlier this year the government announced a review of the regulatory systems of several offshore centres. It is not clear what prompted this, and the government paid no attention at the time to the constitutional sensitivities of the centres in question, but now that Andrew Edwards has completed his review, disappointing for the government, it shows a highly positive picture, not perfect, but more than adequate.

This was no surprise to the local practitioners, who have a far greater understanding of the rules, consequences and ethics of deterring money laundering than their onshore counterparts.

It is common knowledge in offshore centres that most money laundering takes place through onshore financial centres. Indeed most of the National Criminal Intelligence Service referrals from Guernsey, Jersey and the Isle of Man result from onshore origins.

Nor was it a surprise that the negative aspects of the report were "leaked" to the press. It may be that the government has an undisclosed agenda, and having failed to prove the point set out to establish that it will now try something else to make life difficult for the offshore centres.

There is a very real danger that business that is currently well regulated, and mostly put back into the City, earning significant

profits for the UK economy, will be driven out to less well-regulated centres, and that in the process the government will undo all the work that has gone into virtually eradicating this practice in the offshore centres in question, and damage both the economies of these islands and the UK economy.

This makes no sense. The government should look at and learn from what has been achieved with such a small resource in offshore centres. Then it should put its own house in order. Then it should consider the wider consequences of its actions.

Peter J. Rose,
Le Bourillet du Val,
Rue du Val,
St Peters,
Guernsey GY7 9LB

Expect an even grimmer scene

From Mr Howard Jolley.

Sir, According to page 10 of your November 10 edition, "retailers reported a grim [sic] month of falling demand and sales during October".

Is there an allusion here to the "Goldilocks" economy? As I recall, the bears eventually arrived on the scene.

Howard Jolley,
Kosti Palama 22,
Ano Voula,
Athens 166 73,
Greece

FSA takes a step, albeit small, towards fairness

From Mr Matthew Harris.

Sir, While agreeing in part with your leader on the potential problems of the Financial Services Authority ("Mr Mighty", November 10), I should point out in its defence that last week Philip Thorpe, the FSA's head of enforcement, announced plans for an "independent internal tribunal" to determine the guilt of alleged wrongdoers.

A separate appeals tribunal will still be in place for

use after a punishment has been imposed, but this new tribunal should give the accused a chance to put their case before judgment is made.

Possibly a small step towards the fairness you call for, but a step nevertheless.

Matthew Harris,
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Scottish Equitable,
Edinburgh Park,
Edinburgh EH12 9SE, UK

Look to US for ECB's new mandate

From Dr Gerard Lyons.

Sir, European politicians and central bankers appear to be on a collision course. Politicians believe price stability has been reached and that this monetary policy should be used to boost growth. By contrast, central bankers are keen to protect their independence.

This unsavoury disagreement contrasts with the US. There, the Treasury department and leading politicians make no comment publicly on interest rates. They are content to keep silent as they know the Federal Reserve's mandate is evenly balanced, to achieve price stability and maintain stable employment conditions.

Perhaps it is time for Europe to learn from the experience of the US. The mandate of the European Central Bank should be changed to one similar to that of the US Federal Reserve: achieving price stability and maintaining stable employment conditions.

In return, this should ensure the silence of European politicians and avoid unnecessary and destabilising public quarrelling.

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Pfizer forum

Private insurance: an equitable approach to reform?

BY PAUL BELLON

In this excerpt from a paper presented at a conference on healthcare reform in Asia, a European policy expert suggests that Europe's private insurance systems offer valuable lessons on balancing equity and quality of care.

Europe has basically two types of health financing systems: the "single payer systems", in which healthcare is paid for and organised by the government with money from income taxes; and the social insurance or "sickness fund" systems, in which healthcare is financed through mandatory premiums calculated as a percentage of wages. But whatever way European countries have organised their healthcare, they have all seen their costs rise over the past three decades at an annual average annual rate of 4.1%. It made absolutely no difference in this respect whether a country had a single payer or a sickness fund system. As a result, wherever access of patients to costly healthcare services is being restricted. The only exceptions are the privately insured patients.

Usually a citizen takes private insurance on top of the statutory or official health insurance in order to cover certain medical treatments that are not - or no longer - provided by the official system. Hence, a two-tier healthcare system is developing with, on the one hand those who can afford to pay twice for healthcare and, on the other hand, those who cannot and are trapped within the official system.

There are, however, three countries in Europe that allow citizens to opt out of the official system, take with them the taxes or wage contributions that are paid for them in the official system, and use this same money to buy private insurance on the market. The countries where this possibility exists are Germany, the Netherlands and Switzerland.

In Germany, people who are privately insured pay a premium which reflects the average health risk of the age group they were in when they first took their insurance. Afterwards, the premium is never

increased as a function of the insured's age. Therefore, it is in your interest to insure yourself as young as possible. If you start to pay when you are young and your health risk is low, you need to pay less, but you capitalise over a longer period. This makes you an attractive customer for the insurer. Because it is calculated on the

Switzerland, the Netherlands and Germany have found answers to the critique that a private health insurance system does not allow citizens with a high individual health risk to insure themselves.

average risk of your age group, the private insurance premium is affordable to everyone, even to high risk individuals. Another example of a functioning and equitable private health insurance system can be found in the Netherlands. The Dutch distinguish between catastrophic health insurance and routine healthcare. Catastrophic health insurance is financed by a single payer government fund with income taxes. Non-catastrophic health risks can be covered by private insurance which never becomes too expensive, because the very costly chronic and acute medical risks are covered by the catastrophic health insurance fund.

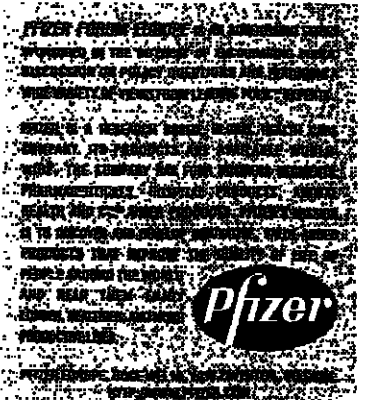
In Switzerland, all health insurance is private. Premiums are not linked to income but set on a per head basis with weightings for age of entry into a fund, regional cost differences and sex. The government also gives subsidies to high risk individuals to allow them to buy private insurance. There is a risk-adjustment system, whereby all insurers in the market have to pay a portion of the premiums they collect into a central fund, which is used to compensate insurers with a larger proportion of less healthy, high risk members for the higher financial

risks involved in insuring their members.

Co-payments are the linchpin of the Swiss system. Patients pay all their costs of ambulatory care up to the level of a deductible (currently around US\$ 100 per year), and 10% of costs above this level. There is, however, an annual maximum level of co-payments, set at around US\$ 300 per year. Insurance funds are free to offer their customers higher annual deductibles in return for lower premiums. It is illegal to insure oneself against co-payments. As a consequence, they cover about one third of the annual healthcare expenses in Switzerland.

Switzerland, the Netherlands and Germany have each found different answers to the often heard critique that a private health insurance system does not allow citizens with a very high individual health risk to insure themselves. They have created healthcare systems that are less of a two-tier system in comparison with their neighbouring countries, because they allow people to buy private health insurance without having to pay twice. Because their systems rely to a larger extent on capitalisation, they have also created an investment pool of domestic capital.

Paul Bellon is Director of Research for the Centre for the New Europe (CNE), a think tank in Brussels that publishes research on unemployment, regulation, and other European public policy issues. This paper was presented at a Tufts University conference in Asia, CNE, Boulder Media Building, Research Park, De Bont, B-1731 Zellik, Belgium. Paul.Bellon@cne.be



PERSONAL VIEW SEBASTIAN EDWARDS

Abolish the IMF

Now its capital has been replenished, the fund should be split up

The White House and Congress recently agreed a \$18bn funding package for the International Monetary Fund. That is the good news. The IMF needs additional resources now, to help countries such as Brazil and Argentina withstand financial turmoil. The bad news is that the reforms of IMF procedures being discussed as part of this package - less secrecy, and loans with shorter maturity and at market rates - are clearly insufficient, and will not help avert future global crises.

The problem is that the IMF's mandate does not allow it to operate effectively in a world in which private capital flows are dominant, investors' confidence is key, and uncensored and timely dissemination of information is of paramount importance. Michael Mussa, the IMF's chief economist, recently acknowledged that, given the Fund's structure and politics, it would be difficult to implement even President Bill Clinton's modest proposal of precautionary credit lines to countries suffering temporary liquidity problems.

Faced with this reality, two general solutions have been offered. The first is to turn back globalisation, imposing controls on capital mobility. The second is to overhaul the IMF completely - some have talked of transforming it into a world central bank - hoping that it would then be able to cope with the new reality of massive private capital flows.

Both solutions are unsatisfactory. Capital controls are ineffective, induce corruption and are difficult to enforce in democratic systems (it is said that they work well in China, but that is exactly the point). And retreating the IMF would take too much effort and would be too costly.

What is needed is a set of new, small and efficient multilateral institutions. These institutions should provide



A different era: Harry Dexter White, of the US Treasury (left) and John Maynard Keynes at the IMF's inaugural meeting in 1946

information and act quickly to avert crises. Moreover, they should reduce moral hazard, and provide incentives for the private sector to eschew unwarranted risks.

Under my proposal the IMF would be replaced by three specialised institutions. The first would be a Global Information Agency, whose only role would be to provide timely and uncensored information on countries' financial health. It would do this early on, when there is still time to implement corrective action. It would rate countries' financial systems, and use modern risk-management techniques to evaluate the fragility of different economies. If there were not enough reliable information, it would say so, alerting investors and driving countries to implement true reforms. Faced with this independent rating body that would speak up freely (in contrast with the IMF's current practice), countries would have an incentive to adopt modern accounting practices, put in place effective supervisory frameworks and avoid dangerous fiscal imbalances.

The second institution would help prevent crises, by playing an active role in the world financial system, rather than a reactive one, as the IMF currently does. This institution, call it the Contingent Global Financial

Facility, would provide sizeable contingent credit lines to countries that, although solvent, face temporary liquidity problems. Precautionary credit lines, along these lines, were in fact proposed by Mr Clinton last month. To be eligible for assistance, countries would have to meet some minimum standards of information disclosure and transparency, as well as of economic health.

Only countries that have been certified by the Global Information Agency would qualify for these loans. These, in turn, would be for short maturities and would carry relatively high interest rates. By acting before a crisis erupts - and not, as the IMF usually does, after the currency has collapsed - and by making available sufficiently large contingent credit lines, this institution would help restore confidence before it is too late. This Contingent Global Financial Facility would play the role of an international lender of last resort of sorts. However, by assisting only eligible countries, it would provide the right set of incentives and would minimise serious moral hazard problems.

The third institution - call it the Global Restructuring Agency - would be in charge of "clean up" and would deal with those

countries that, in spite of every effort, run into a crisis. It would help countries restructure their debts and would provide funds under conditionality.

In order to minimise the co-ordination problem associated with major crises, this agency would be allowed to call for a "cooling-off" period - not too different from the Chapter 11 bankruptcy protection in the US for companies - that would give creditors and debtors time to work out an orderly debt restructuring.

These proposals raise a number of important questions, including staffing and funding. The problems, however, are more apparent than real. Under this plan the IMF would be abolished. The new institutions could be partially staffed by current IMF professionals. Other experts, however, would have to come from the private sector.

Initial funding, on the other hand, would come from transferring current IMF, as well as some World Bank, assets. Additional funding for the Contingent Facility would have to come, however, from pledges from the Group of Seven leading industrial countries. Additionally, issues related to co-ordination, governance and accountability would have to be addressed before these institutions begin to operate.

Of course, implementing a reform along these lines would not be easy, as there are many political interests tied to the current system. The US Treasury would object. So would the current international bureaucracy.

However, unless we think radically, we will be unable to build an international monetary system that will allow all countries in the world to enjoy the benefits of globalisation, at the same time as avoiding its major drawbacks.

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COMMENT & ANALYSIS

FINANCIAL TIMES

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Friday November 13 1998

Saddam must be deterred

It looks as though the cat-and-mouse game Saddam Hussein has been playing with the United Nations for the past seven years is coming to an end. Unless the Iraqi leader resumes co-operation with UN weapons inspectors, the US will attack Iraq, probably within days.

Unlike the last crisis in February, this time there has been little build-up. That stand-off was resolved through a deal between Mr Saddam and the UN secretary general, with Iraq pledging unfettered access for inspectors, and the west promising to reward Iraqi compliance with an end to the international oil embargo.

As almost everyone believed he would, the Iraqi despot has welched on that deal, even though Washington partly provoked this by insisting sanctions should stay until Mr Saddam goes. Yet the fact remains that this is the fourth crisis he has engaged in 12 months. The credibility of UN demands to contain him would not easily survive another military build-up followed by a backing-off.

What is less clear is what another round of cruise missile and air strikes can achieve, or what policy options will remain once the bombing stops - particularly given the risk of an anti-American backlash in the Arab and Moslem world.

Since the end of the Gulf war, the international community has tried to contain Mr Saddam through sanctions and weapons inspections, backed up by military force or the threat of it when Baghdad has tried to break free.

Unscam, the UN inspection team, has been a qualified success, ridding Iraq of two weapons of mass destruction that were destroyed by 40 days of

allied bombing during the Gulf war. Sanctions, by contrast, have devastated Iraq and its people while leaving the Saddam regime firmly in power. Indeed, Mr Saddam's ability to withstand periodic attack - by a US whose friends have sunk because of Washington's support for Israel in the regional peace process - has enhanced his prestige.

The US appears to have concluded that the usefulness of Unscam - obstructed by Iraq for the past year and also compromised by revelations of its reliance on Israeli intelligence - is over. Indeed, the inspection process has become the tool with which Baghdad mounts its periodic challenges to the UN.

In deciding what to put in its place, the west should remember its prime objective, which is to prevent Iraq from threatening its neighbours. That implies a strategy of cold war-style deterrence, whereby if Iraq attempts aggression it risks proportionate retribution.

Mr Saddam has been deterred before. Unequivocal threats of massive retaliation stopped him using chemical weapons against the allies in 1980-81 - although he had previously used them against Iran and the Kurds.

It is hard to see what alternative the US now has to military action. But any bombing campaign should be carried out within this framework of deterrence. It should be clearly limited to the Iraqi regime's military infrastructure. To be politically credible, moreover, it should be accompanied by a review of sanctions to ensure their effects are concentrated on Mr Saddam and his henchmen - and not on their victims.

Slipping on a banana skin

US-EU trade frictions are in danger of running out of control, fuelling protectionism on both sides and destabilising the world economy, says **Guy de Jonquieres**

At first sight, the ill-tempered conflict that erupted between the US and the European Union this week over trade in bananas has the surreal logic and comic implausibility of a Marx Brothers script.

US President Bill Clinton's administration is threatening, in the name of free trade, to impose punitive retaliatory sanctions on European exports, because of EU barriers to trade in products that the US does not export.

The EU, in turn, is plausibly defending its policy as enlightened development aid, even though it discriminates against bananas from poor Latin American economies, several of which have recently been devastated by hurricanes.

And all this is happening just as Washington and Brussels are putting the finishing touches to plans for closer economic co-operation; co-operation that may be vital if these two, the only large parts of the world economy still growing, are to increase world trade and help pull the others out of recession.

So what on earth has gone wrong? Is the US-EU confrontation over bananas a passing squall - or an ominous warning of much bigger trade storms to come? And could any good possibly come out of it?

The answers are troubling, though not entirely bleak. The World Trade Organisation may yet adjudicate successfully in the dispute. That could set an important precedent that would strengthen the body's authority to lay down the law in the future.

Tougher enforcement of free trade rules would be particularly valuable, as industries on both sides of the Atlantic seek protection from a surge of cheap imports from troubled economies in Asia and Latin America.

But it remains uncertain how firmly these demands will be resisted, even if WTO disciplines are beefed up. Many observers fear the US and EU could yet succumb to creeping protectionism. Since they are the only regions of growth and stability, such action would jeopardise other countries' recovery from financial crisis.

These problems may seem worlds away from a conflict over bananas. Yet the circumstances in which it arose look suspiciously like a symptom of deeper strains in US-EU relations, which may frustrate efforts to tackle global economic turmoil.

Washington and Brussels have sparred for years over the EU banana regime. This guarantees privileged market access for exports from former British and French colonies in Africa, the Caribbean and Pacific, at the expense of cheaper Latin American fruit.

Last year, a WTO disputes ruling upheld a US complaint that the regime discriminated unfairly against American banana distributors, such as Chiquita Brands. Although the EU is modifying the regime, the US says the changes do not do enough to satisfy WTO requirements.

Just before last month's Congressional elections, American frustration boiled over. After intense lobbying by Chiquita, Congress came close to passing legislation providing for retaliatory sanctions on EU exports.

To head off the proposals, the White House decided to draw up trade measures of its own. Some observers thought the move would be shelved soon after the Democrats' good showing in the election. But this week, the US showed it meant business by publishing a preliminary list of European exports liable for sanctions.

The US insists it is entitled to act if the EU does not comply with the WTO judgment by January 1. The EU says the US is taking the law into its own hands, and it will challenge the proposed measures in the WTO.

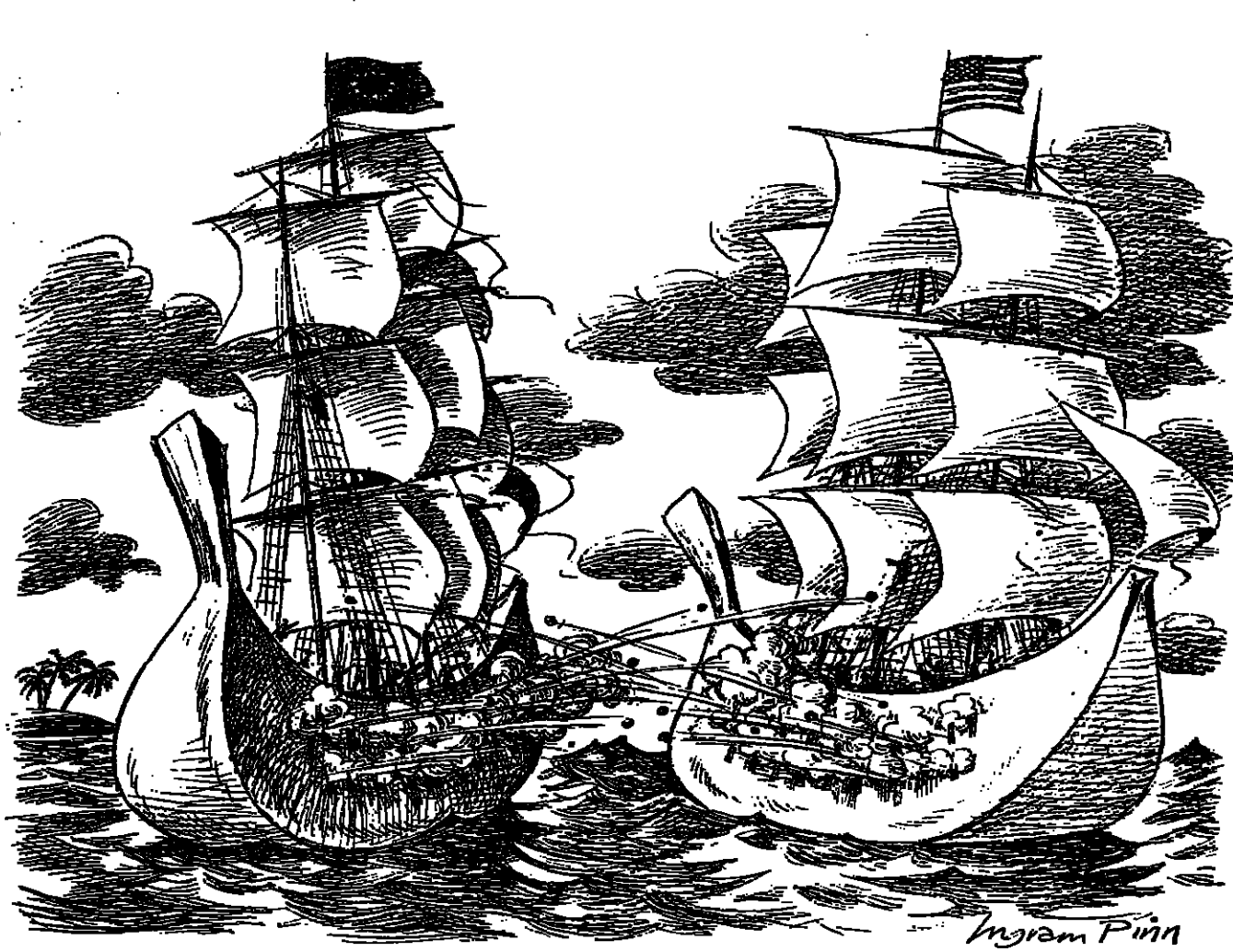
At the core of the conflict lies a genuine legal conundrum. Although the WTO's appellate tribunal, which gives the final rulings in WTO disputes cases, ruled against the EU banana regime, it did not say how it should be amended. Some trade officials think the tribunal fudged the issue, in the hope of averting a head-on clash between the WTO's two biggest members. If so, its diplomatic finesse merely delayed the explosion.

The tribunal has also used ambiguous language when condemning other politically sensitive trade barriers, such as Canada's restrictions on foreign magazines and the EU's ban on hormone-treated beef. Divergent interpretations of such decisions make them increasingly hard to enforce.

Still, the bananas dispute offers an opportunity to reduce the middle, provided the US and the EU agree to ask the WTO to clarify its judgment. At present, they differ widely about the procedures for doing so. But they may yet decide to step back from the brink.

One reason for thinking so is that failure to do so could undermine the entire WTO disputes settlement system. Another is that the US has staged last-minute withdrawals from bitter trade battles before.

It last threatened unilateral sanctions against another WTO member in a dispute over Japan's



car market three years ago. When Tokyo stood firm, Washington settled for little more than cosmetic adjustments to Japan's vehicle regulations.

However, that dispute was set in a very different context from the current one. The world economic situation today is far more fragile, and the risks that it will be destabilised by trade frictions much greater.

Furthermore, US-EU relations had seemed, until now, to be on the mend, after showdowns over issues such as the US Helms-Burton anti-Cuba law.

The new spirit of transatlantic co-operation is being tested - and not just by bananas

Both sides agreed their fundamental relationship was too important to be put at risk by trade quarrels and resolved to work closely to prevent them.

But the new spirit of transatlantic co-operation is being severely tested - and not only by bananas. The US and EU have recently resorted to bitter recriminations about other issues, notably their responses to the global economic crisis.

At a meeting of American and European business leaders in North Carolina last weekend, senior US officials, led by vice-president Al Gore, harshly criticised the EU for not doing enough to increase demand and open its market to Asian imports.

Visibly shaken, EU representatives denied the accusations. But whether or not the accusations were justified, they appear to reflect growing frustration and

nervousness in Washington on at least three counts.

The first is the belief that Europe is stifling growth by soft-peddling economic deregulation and the restructuring of such sectors as cars and steel, where import curbs are helping to preserve excess capacity. "The Americans are saying their industries took the pain by restructuring in the 1980s, and now it's Europe's turn," says one official.

The second reason is US concern that a sharp rise in its trade deficit and a slowdown in its growth rate next year will fuel protectionist pressures in the new Congress, few of whose members know, or seem to care much, about international trade issues. Some in the EU fear the US is trying to make it a scapegoat for such a backlash.

Finally, Mr Clinton is under pressure to repay US steel unions for supporting Democratic candidates in last month's elections by meeting their demands for curbs on steel imports. US steelmakers have filed anti-dumping complaints against Brazil, Japan and Russia. But it is uncertain whether the US International Trade Commission, an independent federal agency which decides dumping cases, will find in the industry's favour. That has prompted Mr Clinton's advisers to consider other, unspecified types of trade restriction.

The outcome is shaping up as a watershed. If US steelmakers win protection, that risks setting off a round of similar demands from others. The European steel industry recently decided to file complaints against competitors in Africa, Asia and eastern Europe.

US chipmakers have already brought dumping complaints against Taiwan, while US apple growers, who have been devastated by a slump in world market prices, are considering

similar action against China.

It has long been clear that pressures for protection would focus on anti-dumping policy, because it is one of the few forms of trade restriction permitted under WTO rules. Although it is governed by some WTO-imposed constraints, its practice has been widely criticised as arbitrary and elastic.

Recently, the critics seemed to be gaining ground in the EU, where a slim majority of member governments has repeatedly rebuffed European Commission attempts to impose dumping duties on cotton fabric from Asia and the Middle East.

However, it is unclear how firmly resistance will hold up if European economic recovery falters, and the US begins to close its markets. Much may also depend on whether the new German government's taste for intervention leads it to question its country's traditional role as a champion of free trade.

The danger that things could run out of control is all the greater because developing countries have recently become active users of anti-dumping, bringing more cases than industrialised economies in most years since 1983. If the EU and US step up actions against other parts of the world, they may face retaliation.

That prospect has added urgency to arguments by Renato Ruggiero, head of the WTO, that the best way to head off protectionism is to renew efforts to free trade. That logic has prevailed before: the Uruguay Round trade talks were launched in the mid-1980s partly in response to fears of a global economic slowdown.

So far, however, WTO members' enthusiasm for an ambitious trade round appears limited. The question now may be how much protectionist pressures have to increase before governments start to view liberalisation as their economic salvation.

FOMC dilemma

The members of the Federal Open Market Committee are paid to steer a steady path for the US economy, balancing inflation against growth. But at its meeting next week, the FOMC must also deliberate on a financial trade-off, between fears of a credit contraction in US capital markets, and worries about stoking a bubble in equity markets. So far the Fed has done a good job. To continue to do so, it should leave rates unchanged.

US performance continues to impress. With the economy in the eighth year of expansion, inflation remains nowhere to be seen. The economy is set to slow next year, as sombre manufacturing surveys, labour market trends and a growing trade deficit have signalled. The National Association for Business Economists yesterday forecast a slowdown from a growth rate around 3.6 per cent this year to 2.1 per cent in 1999. This is remarkably similar to the Fed's own forecast from last July - before the Russian default and the Long-Term Capital Management debacle.

This remarkably unchanged outlook is largely the result of the Federal Reserve's pre-emptive action. It has demonstrated its determination to avoid a slow down, by responding to fears of

credit contraction with two interest rate cuts, last month, of a quarter of a per cent - one at an emergency meeting.

With US companies more dependent on capital markets than on bank lending, the evaporation of liquidity could tip the economy into recession. So far, the Fed appears to have done the trick. Financial markets are stabilising, and - in the absence of more bad news - credit conditions will continue to ease.

The Fed's actions may have been almost too comforting. The concern is equity markets. Together with more positive developments in international policy-making, the expectation of further rate cuts has brought a return to heretically optimistic valuations. These may be hard to sustain as output slows. The Fed was no doubt pleased with the equity correction over the summer. But this has now been all but reversed.

Overvalued asset prices have long posed a bigger threat to economic stability than consumer or producer price inflation. The risk of a return to such conditions must be set against that of a credit contraction. The Fed has to achieve a fiendishly difficult balance. The best it can now do is leave interest rates on hold.

Malaysia on trial

Asia-Pacific leaders arriving in Malaysia this weekend for their annual summit will find the country in a sorry state. And much of the damage has been wrought by their host, prime minister Mahathir Mohamad.

Not only has Dr Mahathir placed the economy in further jeopardy by imposing controls on short-term capital movements while dawdling on fundamental economic reform and encouraging banks into another spree of reckless lending. He has also authorised criminal charges of sodomy and corruption against his former finance minister, Anwar Ibrahim, who was becoming a serious political rival.

The circumstances of Mr Anwar's arrest and trial have provoked an avalanche of negative publicity, upset Malaysia's relations with other countries, and roused deep worries at home about the behaviour of the police.

Alarm is warranted not just because the arrest was under the draconian Internal Security Act, which allows internment without trial, and was wholly inappropriate to the crimes with which Mr Anwar was charged. There was also his appearance in court suffering from an unexplained black eye and other injuries.

Moreover, Dr Mahathir initially

made little secret of his belief that Mr Anwar was guilty. This assertion on a case in progress would not be tolerated in other jurisdictions. Worst of all, evidence at the trial has revealed that the police routinely intimidate witnesses, while a senior officer has admitted that he would lie under oath if his superiors instructed him to do so.

While the trial continues, it would be premature to make a final judgment on either its outcome or the quality of its justice. At least there has been no attempt so far to suppress evidence in Mr Anwar's favour.

Still, what is already revealed about the action of the authorities goes far beyond the limits of tolerance in a civil society. If they have the best interests of Malaysia at heart, Dr Mahathir's guests must not let their presence in Kuala Lumpur serve as an endorsement of such an unfair and brutal process. Rather, they would do better to advise him quietly that the political and economic course on which he is embarked will lead only to havoc.

If it turns out that he can no longer deliver stability or prosperity, he will have to resign. It would be better if he went quickly while there is still room for an orderly transition.

Signs on life on Planet Hollywood

Another change of script at Planet Hollywood, the star-studded restaurant chain that's long on ketchup and short on profits. A \$10m third-quarter loss is only the latest disappointment from the outfit that long ago lost the plot. So down steps chairman Keith Barish, the 53-year-old movie producer and Planet co-founder. And a warm Hollywood welcome, please, for a strategy based on cost cutting and soon-to-be-revealed rescuing.

The departure of Barish, the man behind cult food feasts such as *Sophie's Choice* and *Forever*, shouldn't make much difference to the company's day-to-day management. The big noise down at Florida HQ is British-born chief executive Robert Earl, who makes up with enthusiasm for his lack of number-crunching skills. This summer, Earl recruited Bill Baumheuer, a 20-year veteran of the Fuddrussers chain, to help with the serious business of running profitable restaurants.

No one is sure what the promised rescuing will bring. But it's going to take more than a fresh coat of paint and a few new movie stars to pep-up the Planet Hollywood stock price. In the wide-eyed days of 1996, the newly-listed shares hit \$26. Today they look about as healthy

as deep-fried chicken strips, trading at a shade over \$3.

Not everyone is writing off Planet Hollywood as the investment equivalent of a bad meal. Saudi Prince Al Waleed, a man with billions to spend and an eye for a bargain, plans to increase his stake in Earl's eatery from 5 per cent to 16 per cent. Not a man to be impressed by glitz and glamour, the prince is buying 10m shares from Singaporean property developer Ong Beng Seng at \$4.50 a shot. Another inspired stroke of bargain-basement investing - or the prelude to a nasty bout of indigestion?

Sold short

You'd have thought Thai investors would have learned a few lessons from the economic crisis that ended the dreams of many a would-be tycoon. But the hunger for a fast buck is, it seems, as prevalent as ever.

Retail brokers in Bangkok have been ordered by the stock exchange to limit same-day trades - buying and selling the same stock on the same day - to 20 per cent of their total volume. All part of a drive to discourage the common practice of "ramping" company share prices.

Turns out that this year's healthy bounce in stock prices has encouraged a new wave of market speculation by Thailand's army of small investors. In fact,

anything up to 80 per cent of all retail trades in recent months have been same-day transactions. Please, turn down the volume.

Oskar victor

Oskar Lafontaine, Germany's waistcoat-wearing finance minister, is interested in becoming Pope. At least, that's what he said yesterday in response to speculation that he's being touted as a replacement for Jacques Santer at the top of the European Commission.

The idea of elevating the former Social Democrat firebrand has, according to some reports, already been floated under the noses of the French, although Bonn denies it. But the man himself didn't actually volunteer a definitive denial. Beyond his pontifical aspirations, he would only venture: "Rumours are always rumours and speculation."

Pest control

The residents of Budapest's southern suburbs were looking forward to the opening of the Hungarian capital's new metro line. But suddenly the promise of a swift and shiny train has been taken away. Hungarian prime minister Viktor Orban says the project, financed by a whopping loan from the European Investment Bank, is too expensive. He's got the whole

country to think about, he says, and simply can't justify the expense.

Budapest mayor Gabor Demszky thinks considerations other than cost are at work. Could it be sour grapes, he wonders, because Budapest didn't vote for Hungary's governing parties in local elections last month? Instead the city voted to stick with its Socialist-Liberal council.

Demszy points out that Orban's government is happy to blow \$1bn celebrating 1,000 years of statehood in 2000. So how about a few bob for the hard-pressed burghers of Buda?

Beached

Stuck for a summer vacation spot? Then pop along to the World Travel Market in London this week where you can learn all about sandy South Pacific atolls or pony-trekking trips in Nepal. But how about something completely different - a couple of weeks in sunny Serbia?

The national tourism organisation concedes that Kosovo may not be the most attractive destination at present but it insists Serbia has plenty to offer, from skiing in Kopaonik to the cultural attractions of Belgrade, Srebodan Cerovic, minister of tourism, will be in town on Monday to help with the hard-sell. Give the man a medal.

OBSERVER

Financial Times

50 years ago

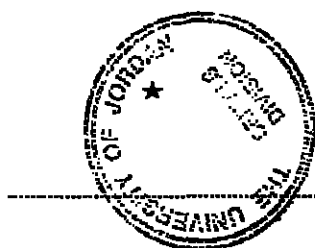
Truman Calls For New Programmes
Washington, Nov. 12. All U.S. Government Departments and Agencies have been requested by President Truman to prepare programmes by the end of November, including proposals for legislative action for the coming year. After trimming by the Budget Bureau, these will form the basis for the President's messages to Congress in January on the state of the Union, the economic prospects and the Budget. Technical experts are discussing the rival merits and disadvantages of a restored excess profits tax or of a higher corporations tax as a revenue producer.

German Textile Workers Manchester, Nov. 12. The International Federation of Textile Workers' Associations, the thirteen-nation body with headquarters at Manchester, has agreed to allow the reaffiliation of textile organisations representing 100,000 German operatives and 60,000 Austrian operatives. Their connection with the Federation was severed by the Nazis' rise to power.

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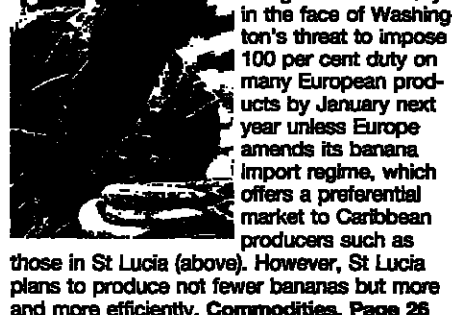
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INSIDE

Esprit moves into bandwidth sector
Esprit Telecom, one of Europe's new operators, is moving into the burgeoning "carriers" carrier business with the formation of an independent arm, Esprit Telecom Networks. The unit will be responsible for building and selling bandwidth - dedicated transmission capacity - on its pan-European network to other carriers. Page 19

Swisscom outperforms local market
Though it came to the market only just over a month ago, Swisscom, the telecoms group, is the best-performing stock on Zurich's blue-chip SMI index, up 38 per cent compared with 5 per cent for the SMI. Market Focus, Page 36

Caribbean backs bananas despite US
Caribbean islanders are being told to diversify in the face of Washington's threat to impose 100 per cent duty on many European products by January next year unless Europe amends its banana import regime, which offers a preferential market to Caribbean producers such as those in St Lucia (above). However, St Lucia plans to produce not fewer bananas but more and more efficiently. Commodities, Page 26



Japan drugs sector weathers storm
Japan's big pharmaceutical groups were resilient in the half to September. Though domestic price cuts and patient co-payments hurt, their impact has proved to be transitory. Page 16

Citic set to issue domestic bonds
Citic, China's main trust and investment company, will issue domestic bonds worth RMB700m (\$85m) next week. The issue comes as the sector faces a squeeze on credit after the closure of the prominent Guangdong International Trust and Investment Corporation (Citic) last month. Capital Markets, Page 24

Seven Up arm looks to break free
Dr Pepper/Seven Up, the US arm of Cadbury Schweppes, has to rely on the bottling networks of PepsiCo and Coca-Cola, arch-rivals, to distribute much of its output. But with the two networks increasingly picky about what they bottle, DPSU wants an independent system. Page 21

Filipino banks sit on capital surplus
Some of the leading Filipino banks may soon be facing a rare problem in Asia: overcapitalisation. While many in the region are struggling to stay solvent, some Philippine banks could be sitting on a surplus of capital. Page 16

Kenyan tea producers thwarted
Plans to entrench Kenya as the world's main tea exporter are being thwarted as smallholders vie for control of the sector with the Kenya Tea Development Authority. Commodities, Page 26

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Hicks Muse plans European fund

By William Lewis in New York and Edward Luca in London

Group's \$1.5bn vote of confidence in private equity

Hicks, Muse, Tate & Furst, the private equity fund group, is planning to launch a \$1.5bn fund dedicated to European investments.

The Dallas-based group intends to begin fundraising in the second quarter of next year. If successful, it will be one of the largest European private equity funds and provide further evidence of how US private equity groups are increasingly focusing on European investments.

Investment groups such as KKR have already starting making large investments in European markets, but this will be Hicks, Muse's first

European dedicated fund. Details of Hicks Muse's plan came a day after it emerged the group is seeking to reduce the price it has agreed to pay Pearson, the UK media group, for publisher Simon & Schuster's professional and reference titles.

The stock price of Pearson, which owns the Financial Times, fell 31p on the news yesterday to close at £10.

In recent weeks the high yield market, on which private equity groups rely in order to leverage the capital they are able to use for takeovers, has dried up. Some deals, such as Hoechst's planned sale to KKR

of Herberts, the speciality chemicals company, have come unstuck.

However equity valuations are now considered to be more realistic and Hicks Muse's intention to press ahead with a new fund is evidence of the group's continuing confidence in the private equity market.

Investors have already agreed to commit \$4bn to Hicks Muse's Fund 4, a general purpose investment fund, with final closing expected at the beginning of next year. Fund 3 has \$200m left to invest, and, in July, Hicks Muse announced the final closing of a \$600m Latin American fund.

In addition, there is an \$800m Hicks Muse real estate fund, which has the ability to make investments outside the US.

John Muse, a Hicks Muse partner, is overseeing the group's European expansion from its recently opened London office.

In Europe, the leveraged buy-out sector is still dominated by the UK houses, including Doughty Hanson, Civen, GVC, Charterhouse, Schroder Ventures and Candover.

However, along with the expansion of US firms, the UK houses are also facing a challenge from continental firms,

such as the private equity arm of Paribas, the French investment bank. Of the estimated \$25bn raised for European deals in the last 12 months, more than half has been raised by European private equity houses.

The so-called "billionaires' club" of European LBO firms hit double figures this year.

"We don't yet have non-UK European houses the size of Doughty Hanson but there are signs this is changing," said Stephen Mostyn-Williams, a partner at Shearman & Sterling.

Bankers say that the biggest potential for growth in M&A activity is in Germany where large-scale corporate restructuring is expected to take place.

Zeneca in plan to sell speciality chemicals business

By Jenny Linsley

Zeneca, the UK pharmaceuticals group, yesterday put its speciality chemicals business up for sale, just days after Ciba and Clariant announced their merger to create the world's largest speciality chemicals company.

Sir David Barnes, chief executive, said the move had been driven by the sector's accelerating consolidation. "Ours is a modest size business," he said. "It would have needed to be twice the size and we just did not believe it would be right to stretch the balance sheet to bulk up speciality chemicals when our spending priorities lay in life sciences."

Analysts said the Zeneca business, with anticipated sales this year of about £700m (\$1.16bn), could sell for more than £1bn.

This is a modest price tag when compared with the speciality chemicals deals of last year. Ciba bought Allied Colloids for three times sales, but the sector has become far more competitive since then.

Viewed as resilient to cyclical downturns, speciality chemical businesses were being sold at premium rates. However, the Asian downturn and the consolidation so far have increased the competitive pressures in the sector.

However, Zeneca said it did not believe the short-term pressures on the industry would affect the price.

"In a consolidating sector, this is a good quality business, which gives it scarcity value," said Sir David.

With 35 sites worldwide and 5,500 employees, the business includes biocides, industrial colours, life science molecules, performance and intermediate chemicals, resins and leather dyes. Zeneca will retain the Marlow foods business, which makes Quorn.

Analysts yesterday suggested that selling this portfolio as a single business might require some discounting. But Zeneca emphasised it did not plan to sell the specialities businesses piecemeal.

J.P. Morgan is understood to be acting as sole advisers. The group's share price closed up 23p at 2,283p.

Lex, Page 14



Forging ahead: Robots weld car bodies at the Honda plant in Swindon, UK. The group has benefited from strong sales in the US and Europe

Mazda and Honda buck trend

Japanese carmakers' first-half profits stem sector's wave of bad news

By Alexandra Harney in Tokyo

The flood of bad news from Japan's vehicle sector abated yesterday as Mazda Motor and Honda Motor reported robust first-half earnings.

The weakness of the yen pushed Mazda, managed and one-third owned by Ford of the US, into the black for the first time in seven years and helped Honda record profits of ¥158.2bn (\$1.3bn) to the six months to September.

It was the first hopeful sign from the industry in weeks. Nissan Motor and Mitsubishi Motor have warned of huge losses this year. This week, Nissan said it might request up to ¥100bn in emergency funds from a government-sponsored bank to improve its sagging cash flow.

The Honda and Mazda results highlighted the smaller carmakers' relative flexibility in adjusting the product mix and eliminating excess costs.

Honda, which has made record profits for the past three years, confirmed analysts' expectations with a 27 per cent improvement in pre-tax earnings in the first half, from ¥222.5bn to ¥281.5bn.

The group, which surprised the market in August with an unexpectedly strong first-quarter performance, benefited from strong sales in the US and Europe. Turnover rose 12.1 per cent, from ¥2,794bn to ¥3,124bn.

In the full year, Honda expects consolidated pre-tax earnings of ¥500bn on turnover of ¥6,400bn. After tax and exceptional, group profits would be ¥280bn, a 7.4 per cent improvement on the year before.

Shares in Honda have met last night to consider the two alternatives.

The tussle for Fokus is the latest twist in a rapid and increasingly cross-border consolidation of Nordic banking in which several leading lenders are striving to develop a pan-regional presence.

Den Danske Bank has made a string of acquisitions in Norway, Sweden and Finland during the past two years. Handelsbanken has established branch networks in Norway and Finland.

According to people close to Fokus and Den Danske, the two banks held talks about a possible merger last year and the respective managements "got on well".

Although it has trumped the Danish offer, Handelsbanken still faces a significant obstacle before it can win control of Fokus.

Den Danske said yesterday it had purchased a 9.97 per cent stake in Fokus from Union Bank of Norway. This would, in effect, enable it to block any higher competing offer.

Fokus shares, which have almost doubled in the past month, leaped Nkr8 to Nkr72.50. Handelsbanken's most-traded A shares shed Nkr3.50 to close at Nkr38.50. Its higher bid was announced after the market closed.

Den Danske shares fell Dkr10 to Dkr88 in Copenhagen.

plunged recently on fears that the group would be vulnerable to the strengthening of the dollar against the yen.

These concerns pushed Honda's stock to an all-year low last month of ¥2,870. Yesterday, the shares tumbled 6.5 per cent to ¥2,690, on fears that full-year earnings forecast - announced after the market's close - would be lower than expected.

Mazda, rebounding from a costly restructuring, reported first-half consolidated net earnings of ¥58bn, against

losses of ¥9.7bn. The group also returned to profitability on the pre-tax level at ¥24.8bn, compared with ¥3.8bn in losses last time.

Mazda said the results were due to cost cuts in its domestic operations and improved revenues in the US and Europe.

But the group revised both production and earnings targets for the full year and suspended the dividend payment. In the year ending in March, it said pre-tax earnings should improve 3 per cent to ¥5.5bn.

Lex, Page 14

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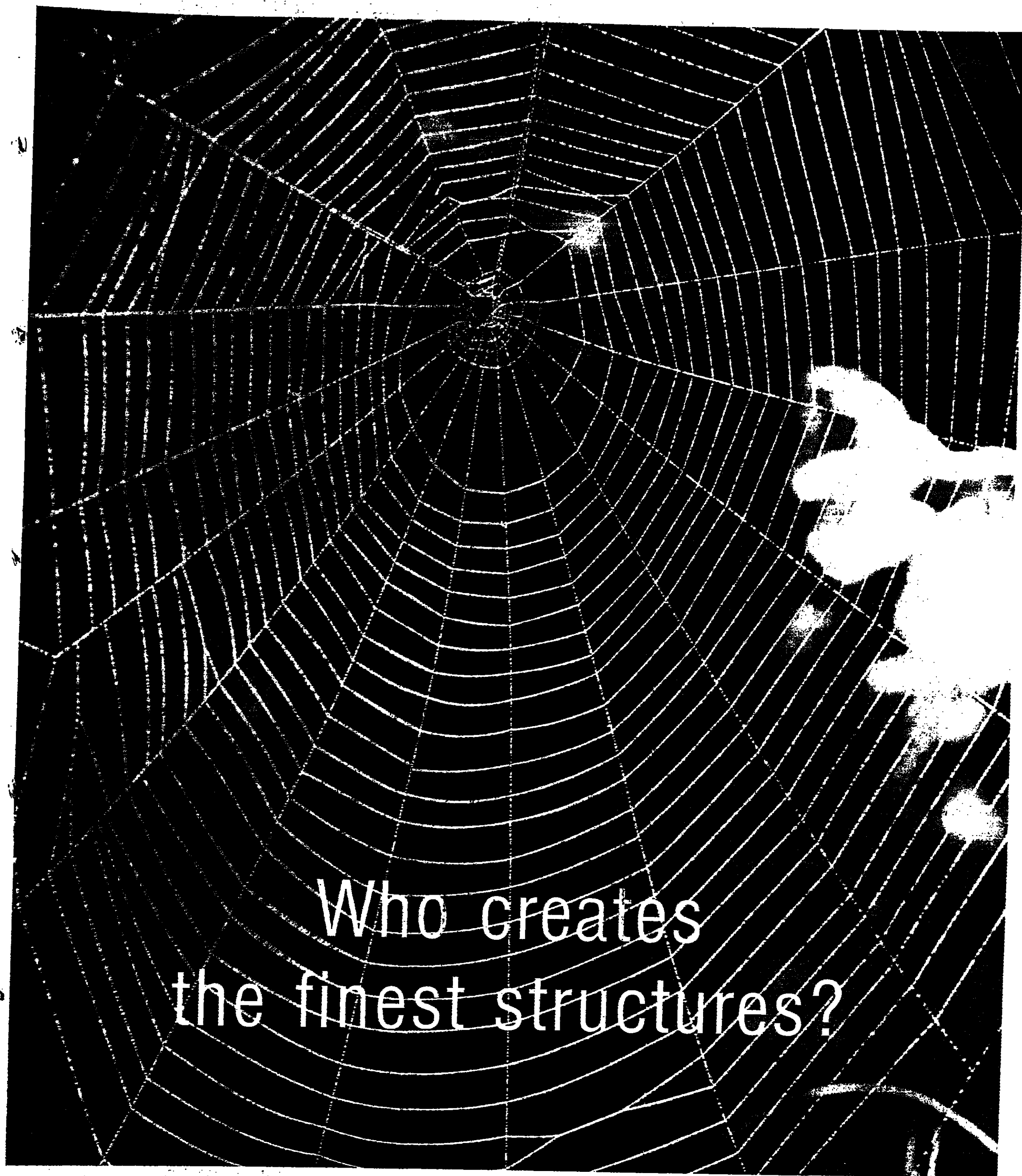
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COMPANIES & FINANCE: EUROPE

TELEPHONY CUTS OF UP TO 63% EXPECTED TO HIT PROFITS AS GROUP ALLEGES UNFAIRNESS BY REGULATORS

Deutsche Telekom slashes its prices

By Frederick Stedman in Bonn

Deutsche Telekom, Europe's biggest telecommunications group, unveiled price cuts of up to 63 per cent yesterday, in a move which looks set to dent profits at the partially privatised company.

Ron Sommer, chairman, said the cuts, which must be approved by the regulatory authority before coming into effect on January 1, were a reaction to the approach of regulators, whom he accused of favouring the company's competitors.

He acknowledged the reductions would eat into sales and be painful in the short term. Since market liberalisation at the start of the year, Telekom has lost between 14 and 20 per cent of the long-distance market.

Although the company would not say what impact it expected the cuts would have on profits, the market has already factored in a drop in profits following

Telekom's announcement last month that it would implement tariff cuts.

Analysts yesterday welcomed the cuts, saying that while they would lead to a drop of up to DM1bn (\$596m) in revenue, they indicated Telekom was responding to changing competitive conditions. "It is the right move to secure long-term earnings," said one telecoms analyst.

The shares fell DM3 yesterday to DM44.70. Yesterday's move comes at a time when Telekom is awaiting regulatory rulings on prices for access to the "last mile" into customers' homes, and on which companies are entitled to preferential interconnection charges - the amount the company collects from competitors using its networks.

Telekom claims Germany's low interconnection charges give competitors an unfair advantage. Mr Sommer has also alleged repeatedly that access to Telekom's networks granted to

competitors with little infrastructure of their own has created a situation in which a "price war is being carried out on the back of Telekom". Mobilcom, one of the smaller companies, which has established itself successfully through an aggressive marketing campaign offering cheap calls on lines rented from Telekom, announced yesterday a five-fold rise in pre-tax profits to DM112m. Sales increased fourfold to DM504m.

The regulatory authority has come under pressure recently from the new Social Democrat-led government, which appears to be leaning towards Telekom's position.

Werner Müller, the federal economics minister, told parliament yesterday that liberalisation "cannot lead to an imbalance between those companies which invest in their own networks and those who simply use these networks for the carriage of their minutes of conversation".



Ron Sommer: accused regulators of favouring group's competitors

Esprit targets bandwidth business

By Alan Cane

Esprit Telecom, one of Europe's new alternative operators, is moving into the burgeoning "carriers' carrier" business with the formation of an independent business unit, Esprit Telecom Networks.

The new unit will be responsible for building and selling bandwidth - dedicated transmission capacity - on its pan-European network to other carriers.

The market for bandwidth is growing strongly because of the huge demand for data transmission, principally because of the growth of multimedia and the internet.

While there is huge telecoms capacity available in Europe, only a proportion is suited to high-speed data transmission.

A customer for bandwidth essentially buys an electronic "pipe" down which any volume of information kind can be transmitted. Customers for transmission minutes, another fast growing market, are buying finite capacity.

Jim Reynolds, Esprit chief operations officer, said he expected the group soon to be deriving about 25 per cent of its revenues from networks. He pointed to contracts the company has with the internet companies Demon and Internet Network Services as evidence of its expertise in providing high quality bulk transmission of internet traffic.

The unit will be headed by Peter Mitchell, formerly group finance director for the UK-based cable operator ComTel, a subsidiary of the Dutch KPN group.

The networks subsidiary will be in competition with other carriers' carriers such as Hermes and WorldCom. Although demand for bandwidth is strong, early entrants into the market will be in a powerful position, analysts say.

The new unit already has 16 customers with current contracted revenues of \$20m.

TELECOMS ROM TELECOM SALE

OTE to fund Romanian buy through bond

By Karin Hope in Athens

OTE, the partly privatised Greek telecoms operator, plans to finance the \$875m acquisition of Rom Telecom of Romania through an international bond to be issued early next year.

The Greek operator is meanwhile arranging a bridge loan with a group of Greek and international banks to meet the Romanian government's deadline for payment.

OTE last week beat Telecom Italia, the only other bidder, to buy 35 per cent of Rom Telecom in one of the biggest privatisation deals in eastern Europe this year.

The Greek operator will take over management and will have voting rights over a further 16 per cent of Rom Telecom's equity.

The acquisition, OTE's largest foreign investment to date, marks the company's emergence as a regional operator.

The Greek group already holds a 20 per cent stake in Telekom Serbia, the state-controlled Serbian operator, alongside Telecom Italia's 29 per cent stake. OTE has also acquired 50 per cent of Armentel, the Armenian state operator.

George Chryssolouris, chief executive, said OTE would raise a total of \$700m through a revolving short-term credit facility arranged by National Bank of Greece, with participation by a syndicate of Greek and foreign banks.

"This is an interim step until we feel that markets are ready for the launch of our medium term note programme next year," he said.

The Rom Telecom deal was agreed one week after the Greek government raised \$1.1bn through the sale of a 10 per cent equity stake in

OTE in a secondary offering. About 70 per cent of the offering was placed with international investors, mainly US and European institutions, and the company is reluctant to tap the markets again this year.

Mr Chryssolouris said OTE would start negotiations shortly with the European Bank for Reconstruction and Development, which has shown interest in investing in Rom Telecom.

OTE would offer the EBRD an equity stake of about 10-15 per cent.

GTE, the US telecoms group, which has agreed to supply technology and management support, will have an option to buy an equity stake of 10-15 per cent in Rom Telecom in the next two years.

GTE joined the Greek group in recent weeks following the withdrawal of its US rival, SBC Communications, from the planned OTE consortium.

OTE's aim is to float Rom Telecom on the Bucharest stock exchange within four years.

Mr Chryssolouris said OTE would give priority to developing basic telephone services in the Romanian countryside, "probably through extensive installation of cardphones in rural areas".

OTE plans to invest \$1bn over four years to increase the number of fixed-wire lines from 15 per cent to 25 per cent of the 23m population.

CORRECTION

Marubeni

Marubeni's net exposure to Indonesia is Y135bn, not Y250bn as stated in the Financial Times on October 23.

BANKING TROUBLED FRENCH GROUP REACHES PROVISIONAL AGREEMENT ON Pta14bn DISPOSAL

Lyonnais set to sell Spanish network

By David White in Madrid

Crédit Lyonnais, the troubled French bank, is set to complete the sale of its network in Spain by mid-January following a provisional agreement reached this week with two Spanish savings banks, according to executives close to the talks.

The deal, expected to be worth about Pta14bn (\$96m) in total, is part of a foreign divestment programme by the state-controlled group, under conditions imposed by the European Commission for French government aid.

It involves selling two retail banking networks which Crédit Lyonnais bought in 1990 and 1991 from the Spain's Banco Santander more than Pta90bn.

The two operations, with about 1,300 employees, have sustained combined losses of almost Pta36bn over the past four years. Negotiations for the sale began early this

Deal is part of a foreign divestment programme by the state-controlled group, under conditions imposed by the European Commission for French government aid

year and the deal remains subject to due diligence procedures.

Caja Madrid, Spain's second largest savings bank, plans to take over the Barcelona-based subsidiary Banca Jover for between Pta5.2bn

and Pta5.5bn. The purchase will enable Caja Madrid to strengthen its presence in the Catalonia region, where Banca Jover has most of its 82 branches.

Deal is part of a foreign divestment programme by the state-controlled group, under conditions imposed by the European Commission for French government aid

At the same time, Caja Duero, based in Salamanca, is set to pay about Pta7.5bn for Crédit Lyonnais España, the unit created when the French bank bought Banco Comercial Español, for about Pta7.5bn.

This involves 87 branches spread throughout Spain but with a significant presence in Madrid.

Ranking number 12 among the country's regional savings banks, Caja Duero has up until now operated mainly in the rural Castilla-León and Extremadura regions.

In addition the two purchasers plan jointly to buy Crédit Lyonnais's Iberagences fund management business on a 50-50 basis for between Pta1.2bn and Pta1.4bn.

Crédit Lyonnais, which has been operating in Spain since 1875, is believed to be negotiating separately to sell its main headquarters building in central Madrid.

Its planned withdrawal from retail banking in Spain follows similar moves by two UK groups, National Westminster and Abbey National.

NatWest sold a 200-branch network two years ago to the medium-sized Spanish bank Banco Sabadell, which has since relaunched it under the name Solbank.

Earlier this year Abbey National followed its example in a deal with the savings bank Caja de Ahorros del Mediterráneo.

Grupo Santander has named Joao Herninda to head its treasury and fixed income department. He replaces Bob Harding, who takes responsibility for projects relating to the launch of the euro.

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TELECOMMUNICATIONS CONTINENTAL EUROPEAN VENTURES LOSING £300M A YEAR

Disposal of MCI stake fuels BT's growth

By Alan Gane

An exceptional £1.13bn (£1.37bn) from the sale of its stake in MCI boosted British Telecom's pre-tax profits to £2.6bn, but underlying earnings slipped as the cost of supporting its ambitious European strategy increased.

Stripping out the exceptional earnings per share were 16.3p (16.5p) in the half year to September 30. The

company said the decline was entirely because of "planned higher losses in our European ventures and an increased interest charge following the September 1997 special dividend payment".

BT is losing about £300m a year on its ventures in continental Europe, most of them still in the start-up phase, and faces heavy demands for capital investment. In the half year, it saw the start of mobile services at Telford in

the Netherlands and Viag Interkom in Germany.

The company is still refusing to commit itself to returning the cash from the MCI sale to shareholders either through another special dividend or a share buy-back, but is increasing the interim dividend to 8.1p (7.55p).

Sir Peter Bonfield, BT chief executive, is looking to buy electricity companies in Australia and Thailand.

Ed Wallis, chief executive, yesterday said the group still wants to buy a large US electricity company but is finding it difficult to locate the right partner and overcome US ownership restrictions.

He said the group needed first to complete the integration of East Midlands, the UK's third largest electricity supplier, bought last summer for £1.9bn (£3.2bn).

Mr Wallis said "the US remains an important part of

our strategy" but difficulties remained over the US Public Utility Holding Company Act, which restricts cross-holdings and foreign ownership of domestic power utilities.

Merger talks between PowerGen and Houston Industries of the US broke down earlier this year.

PowerGen yesterday reported a rise in group operating profits to £218m (£187m) for the six months to September 27.

Pre-tax profits after £10m of goodwill amortisation rose £2m to £156m.

Mr Wallis said disarray in world economies would increase acquisition opportunities as countries sold publicly-owned utilities to improve efficiency and encourage investment in new capacity.

The PowerGen chief executive said he expected opportunities to arise in Australia and Thailand where the group already had interests in independent power projects.

UK electricity and gas profits, accounting for more than 80 per cent of total profits, rose 21 per cent to £189m helped by a £20m contribution from East Midlands.

The group, which is changing its year end to December

31, does not expect to achieve cost savings from integrating East Midlands until next year. Analysts expect savings to be about £20m a year.

Net debt following the East Midlands purchase rose to £2.48bn (£2.68bn), gearing of 155 per cent.

Earnings per share after goodwill amortisation was 18.6p, compared with a post-windfall tax loss of 12.5p a year ago.

The interim dividend is increased to 10p (9p). Turnover rose by 7 per cent to £1.7bn.

The shares slipped 18p to 88p.

the group's alliance with AT&T of the US was proceeding satisfactorily. He hoped the regulatory requirements would be in place before July 1999.

The cost of ensuring BT's international operations can proceed independently of MCI has been put at £150m over the two years to March 2000. Some £34m of this was spent in the six months.

Sir Peter said planning for

Lex, Page 14

GRE plans to strengthen healthcare side

By Andrew Bolger

Guardian Royal Exchange, the UK composite insurer seen as most vulnerable to takeover, said it would relaunch its UK life assurance operation and expand the group's long-term healthcare operations.

With the insurance sector rapidly consolidating through mergers, the group said it wanted its life assurance activity to be fully owned by shareholders, improving its capacity to compete and produce better returns.

GRE's life business in the UK is backed by its £8bn (£13bn) long-term business fund, which allocates 90 per cent of profits to participating policyholders and 10 per cent to shareholders.

Last year GRE strengthened its position in the private medical insurance and long-term care markets by paying £435m for PPP Healthcare, which had a long-term business fund that allocated all profits to shareholders. The group said PPP gave it the opportunity to combine the strengths of the

two life operations and to increase earnings for shareholders from its life side.

GRE will inject £300m new capital into its wholly-owned unit, PPP Lifetime care. This company will then acquire a substantial portion of the existing business of the Guardian life and annuity fund for £200m - equivalent to the net assets and embedded value of the acquired business. Shareholders will continue to receive 10 per cent of the distributable surplus of the fund, which will be closed to new business.

John Robins, GRE's chief executive, said: "Existing policyholders, future policyholders and shareholders will all benefit from these changes. These changes are expected to generate higher pay-outs for most of our existing with-profit policyholders, generate new products for the future and create an increased level of quality earnings for shareholders." He said GRE had lapsed with the Treasury, which would have to give permission to the transaction, but High Court approval was not required.

PowerGen sets sights overseas

By Andrew Taylor

PowerGen, Britain's third largest generator, is looking to buy electricity companies in Australia and Thailand.

Ed Wallis, chief executive, yesterday said the group still wants to buy a large US electricity company but is finding it difficult to locate the right partner and overcome US ownership restrictions.

He said the group needed first to complete the integration of East Midlands, the UK's third largest electricity supplier, bought last summer for £1.9bn (£3.2bn).

Mr Wallis said "the US remains an important part of

our strategy" but difficulties remained over the US Public Utility Holding Company Act, which restricts cross-holdings and foreign ownership of domestic power utilities.

Merger talks between PowerGen and Houston Industries of the US broke down earlier this year.

PowerGen yesterday reported a rise in group operating profits to £218m (£187m) for the six months to September 27.

Pre-tax profits after £10m of goodwill amortisation rose £2m to £156m.

Mr Wallis said disarray in world economies would

increase acquisition opportunities as countries sold publicly-owned utilities to improve efficiency and encourage investment in new capacity.

The PowerGen chief executive said he expected opportunities to arise in Australia and Thailand where the group already had interests in independent power projects.

UK electricity and gas profits, accounting for more than 80 per cent of total profits, rose 21 per cent to £189m helped by a £20m contribution from East Midlands.

The group, which is changing its year end to December

31, does not expect to achieve cost savings from integrating East Midlands until next year. Analysts expect savings to be about £20m a year.

Net debt following the East Midlands purchase rose to £2.48bn (£2.68bn), gearing of 155 per cent.

Earnings per share after goodwill amortisation was 18.6p, compared with a post-windfall tax loss of 12.5p a year ago.

The interim dividend is increased to 10p (9p). Turnover rose by 7 per cent to £1.7bn.

The shares slipped 18p to 88p.

M&S works to resolve succession

By Peggy Hollinger

Marks and Spencer's non-executive directors have been canvassing members of the company's divided board in private on their preferences for a successor to Sir Richard Greenbury, the retailer's executive chairman.

Although M&S has remained resolutely silent following news of board divisions over the succession plans, it is understood that Sir Richard has not been present at the interviews.

Directors were meeting yesterday in an attempt to resolve what has become a damaging speculation about the successor to Sir Richard.

A boardroom row broke out last week when it emerged that Peter Salisbury, a 28-year veteran of M&S, was likely to be appointed chief executive when Sir Richard splits his roles to become non-executive chairman, which is expected to happen in May.

Keith Oates, the deputy chairman and once favourite for the job, launched a high-

profile campaign to stay in the race which drew Sir Richard back unexpectedly from a business trip in India.

However, his campaign appears to have alienated some non-executives and reduced his chances of getting the job. "The consensus is moving further from Keith," said one person inside the company.

Shareholders yesterday suggested a compromise could be reached with a strong external candidate as non-executive deputy chairman, if Sir Richard remains

as non-executive chairman and Mr Salisbury, one of four joint managing directors, becomes chief executive.

"A more powerful influence would be helpful," said one of the company's biggest shareholders.

Other shareholders said the external influence would help to address anxieties over Mr Salisbury's ability to stand up to Sir Richard, who has a reputation for hands-on management.

Merchant bankers said the formula had worked for other companies.

The sweet charms of cheating lovers and braving alligators

John Willman on Dr Pepper/Seven Up's plans to build an independent US distribution system to escape the cola bottlers

According to the latest US television advertisements for Dr Pepper, people want the fruit-flavoured carbonated soft drink so much they are willing to make enormous sacrifices.

In one, a young man loses his sweetheart by cheating her out of the last bottle in a drinks dispenser. In another, a love-struck youth sacrifices his life to retrieve two cans from an alligator-infested swamp.

The advertisements are designed to emphasise the attractions of Dr Pepper in comparison with its cola rivals and to encourage people to try it. But they could also be seen as symbolic of the difficulties faced by the manufacturer of the much-desired beverage in supplying consumers with its products - which also include 7 Up, A&W root beer and Schweppes mineral waters.

Dr Pepper/Seven Up, the US soft drinks subsidiary of Cadbury Schweppes, must rely on bottling networks established by its arch-rivals, Coca-Cola and PepsiCo, to distribute more than half its output. Pepsi bottlers, for example, distribute two-thirds of Schweppes products and a third of Dr Pepper. The Coke system accounts for more than 40 per cent of Dr Pepper and

Canada Dry sodas. DPSU has no complaints about the service it gets from Coca-Cola Enterprises, the large Coke bottler, and the Pepsi Bottling Group.

However, the two cola networks have become increasingly picky about what they bottle - refusing to distribute brands they regard as competing with their own products.

John Brock, the chemical engineer from Mississippi who heads Cadbury's global beverages division, says: "Coca-Cola Enterprises and Pepsi Bottling Group, particularly, decided to drop brands like A&W root beer and Sunkist orange soda."

Although the "flush", as Mr Brock calls it, is now over, other brands might be purged in the future if Coke and Pepsi launch their own versions. DPSU now wants to build up an independent distribution system based on the more than 200 bottlers outside the two cola networks which have regional and local franchises for some or all of its brands.

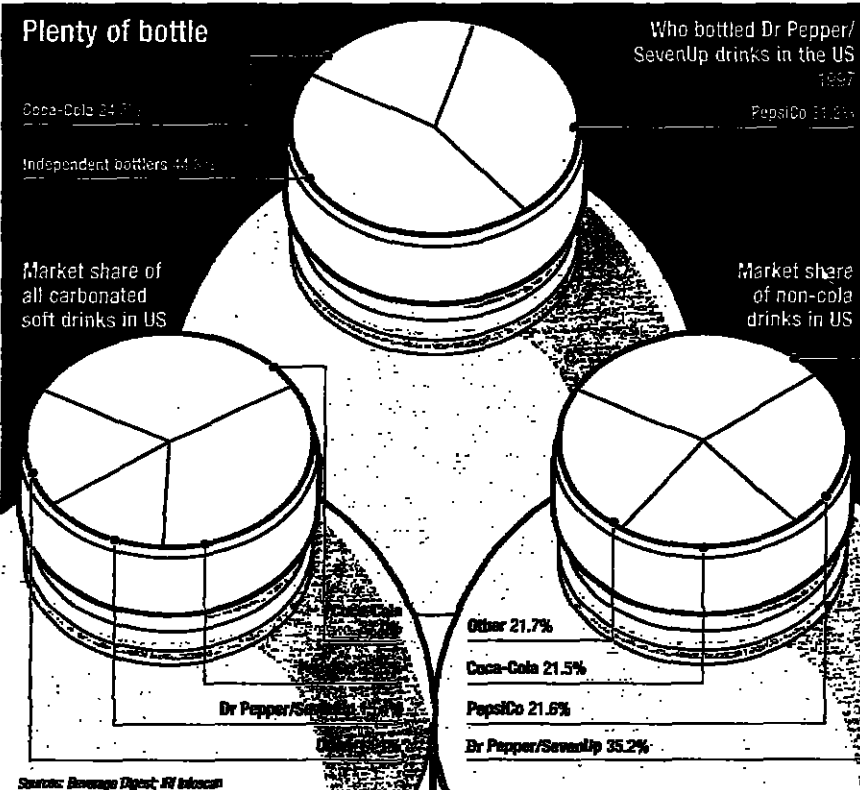
The independents, which now distribute just under 45 per cent of DPSU output, are mostly small family businesses and are not as efficient as the big cola bottlers. Their costs per 288-fluid-ounce case are typically about \$6.60 (£3.97) compared

with \$5.60 for Coke and Pepsi.

Cadbury has therefore begun to encourage consolidation among the independents, hoping to match the efficiency of cola systems. This began in May when two mid-western bottlers merged to form American Bottling Company, a Chicago-based group in which Cadbury has a 40 per cent stake.

The two bottlers involved had themselves been formed by merging five smaller franchises. ABC's first move has been to reduce duplication with a plan to close five of its 10 plants without loss of output, with the aim of cutting costs to \$6 a case next year. Additional scale will come from acquiring other DPSU franchises. Last week ABC announced the acquisition of Cotton Club Bottling in Cleveland, Ohio, and is in talks to acquire several others. An early candidate is expected to be the Dr Pepper Bottling Company of Texas, which accounts for more than 10 per cent of DPSU output.

It is controlled by Jim Turner, a charismatic and successful manager who has been invited to take a senior job in Pepsi's bottling operation which is due to be floated next year. If the Turner move is accepted, it is thought to be attracted -



an essential strand in the independent bottling network could pass into Pepsi's hands.

That prospect could force Cadbury to bid for Mr Turner's business - a move that would cost it roughly the \$190m it put into the creation of American Bottling.

David Kappler, finance director of the UK group, says it could easily finance this from its strong free cash flow.

But the 19p fall in Cadbury shares to 85p on yesterday's news of Pepsi's approach to Mr Turner reflects fears among investors that the UK

group could be sucked into building its own distribution system in the all-important US market.

Dr Pepper drinkers might be persuaded to make sacrifices to buy their favourite drink, but Cadbury's investors are less sanguine about helping them do so.

COMMENT

Capital Radio

Advertising on radio used to be the media equivalent of voting Liberal. Tactical. Now, finally, it seems to be emerging as a strategy in its own right. Radio currently accounts for over 5 per cent of display advertising, up from 2 per cent in 1992. Back then, it was first to get lopped off marketing budgets when recession hit. Radio ad spending between 1990-92 collapsed nearly 30 per cent in real terms. The question is whether advertisers are now sufficiently wedded to the medium to stick with it as economic growth slows. The omens are good judging from the growth in Capital Radio's advertising revenues, up 12 per cent.

Capital's results were memorable for another reason. They should remind managements everywhere how much value can be destroyed through diversification. The restaurant acquisition cost £55m two years ago. Since then, the write-down on assets has amounted to £20m, and £9.5m has been lost on the disposal of part of the business. With operating profits at just £2.3m, the returns on investment are dismal. Managers with big appetites can be very dangerous.

Guardian Royal Exchange

Guardian Royal Exchange keeps plugging away at rationalising a set of businesses that resemble a necklace with some unsightly gaps. Its new life/health insurance combination is to be welcomed for pulling a few complementary heads together. While the immediate drivers include the need to cut costs and leverage up the £435m PPP acquisition, PPP lifetime care will be acting in markets with good long-term potential. Individuals are increasingly likely to seek cover for expensive care in their old age, and companies to buy products that minimise sickness costs. The snag is that a Labour government tends not to be good news for private healthcare, and a slowing economy slows sales of life assurance.

Now that this small part of the group has been given some coherence, the management is turning its attention to the much bigger problem of UK general insurance. But without a deal - like the CGU merger or Norwich Union's over-magnified purchase of London & Edinburgh - cost cuts will be more difficult to find. The prospect of group pre-tax profits plummeting by nearly two thirds this year should encourage contemplation of a radical solution.

Lonrho Africa suggests Soros link to Blakeney

By Andrew Edgecliffe-Johnson

Lonrho Africa turned on the fund manager trying to shake up its board and strategy yesterday, saying Blakeney Management's proposed non-executive directors were trying to take control of the sub-Saharan conglomerate without paying a premium.

The group also suggested George Soros, the hedge fund investor, was involved in Blakeney's attempt to oust three directors and sell assets because of his investments in some of Blakeney's associates. Joe Demby, a Blakeney director, dismissed such speculation as "garbage", saying: "It is a conspiracy theory. I have never discussed anything with George Soros."

Bernard Asher, chairman of Lonrho Africa, also suggested that Blakeney, which has 10.1 per cent of the company, could upset the company's relations with African politicians.

"We have received several inquiries from heads of government in Africa," he said. He pointed to the irrelevant tone of Blakeney's letters to its shareholders, written by Miles Morland, saying: "Some of the jokes he makes are the sort of thing we find very painful."

In recent months, Mr Mor-

land has made fun of Robert Mugabe, the Zimbabwean president, President Daniel arap Moi of Kenya and other African leaders in his shareholder letters.

Mr Demby said yesterday: "We have very good relations with government leaders. That is how we do our business." He accused Lonrho Africa of avoiding "the brutal fact" of its poor financial and share price performance.

Lonrho Africa hinted that it was implementing legal changes which would make disposals easier to achieve. "Changes in legal structure," thought to include setting up holding companies in the Netherlands, would "provide greater flexibility to the company in future," it said.

Analysts said such a measure might lessen the possible capital gains tax bill which would be generated by disposals. The company said it was working on 30 different disposals and acquisitions and that it would be guided by improving returns.

Mr Asher raised questions about the experience and record of Mr Morland, written by Miles Morland, saying: "Some of the jokes he makes are the sort of thing we find very painful."

In recent months, Mr Mor-

RESULTS

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Dividends (p)	Date of payment	Total for year	Total for year
Assoc British Eng	5 mths to Sept 30	17.8 (16.1)	0.058 (0.052)	0.01 (nil)	nil	0.4	1.4
Bentley	5 mths to Oct 4	26.5 (28.9)	4.01 (2.88)	2.5 (1.8)	0.5	Jan 11	7.1
Bank of Ireland	5 mths to Sept 30	3.11 (2.97)	2.601 (2.507)	75.51 (33.5)	9.2	Feb 15	7.35
BT	5 mths to Sept 30	126.6 (113.8)	25.74 (12.84)	0.11 (nil)	8.1	1.56	3.12
Cambridge Pharma	9 mths to Sept 30	3.11 (2.88)	4.68 (0.05)	0.11 (nil)	10.5	9.45	13.75
Capital Radio	Yr to Sept 30	5.77 (4.53)	2.01 (1.76)	8.41 (0.86)	1.3	1.3	3.3
Charterhouse	Yr to Sept 30	5.75 (5.81)	0.447 (0.585)	2.86 (3.63)	1.3	1.3	3.3
CI Group (TV)	5 mths to Sept 30	906.7 (1,012)	1.77 (1.43)	0.81 (0.58)	12.73 (8.88)	1.56	3.12
Dynasty Business	5 mths to Sept 30	2.46 (1.53)	0.798 (0.436)	15.4 (7.7)	1.5	3.7	11.7
Deep-Sea Leisure	5 mths to Sept 30	167.5 (144.2)	25.3 (1,084.4)	4.47 (4.92)	4	1.5	4.5
ED&F Man	5 mths to Sept 30	45.6 (37.3)	2.51 (1.08)	14.51 (13.5)	8	1.5	1.5
GEI Int	5 mths to Sept 30	354 (282)	20.4 (14.4)	18.51 (13.5)	8	1.5	1.5
Groupcorp	5 mths to Sept 30	12.8 (13.7)	5.5 (5.8)	5.24 (4.8)	0.1	0.13	0.33
Hanson	5 mths to Sept 30	3.26 (2.23)	0.051 (0.809)	0.32 (0.3)	1.7	1.5	2.25
John Lewis	5 mths to Sept 30	25.7 (12.8)	1.01 (0.809)	0.32 (0.3)	1.7	1.5	2.25
Lynx	5 mths to Sept 30	103.7 (94)	5.14 (7.29)	7 (10)	2.4	8	8.1
Orford Instruments	5 mths to Sept 30	7.83 (0.015)	0.51 (0.12)	0.751 (1.51)	10	2.5	2.5
Publicis Group	5 mths to Sept 27	1,355 (1,294)	156 (154)	18.8 (22.5)	4.1 (2.9)	2.5	9
PowerGen	5 mths to Sept 27	150 (189.5)	4.5 (4.64)	12.3 (14.4)	10.4 (8.28)	3.85	12
Slavery Int	5 mths to Sept 30	364 (282)	200.5 (225)	12.3 (14.4)	10.4 (8.28)	3.85	12
Telewest Comm	5 mths to Sept 30	0.959 (0.707)	1.87 (0.651)	1.88 (0.84)	1.7	1.5	2.25
Tyrolit	5 mths to Sept 30	12.7 (13.1)	3.65 (3.26)	44.7 (38.1)	8.2	7.75	16.05
Warner Howard	5 mths to Sept 30	3.89 (0.777)	10.4 (6.93)	44.7 (38.1)	8.2	7.75	16.05
Young & Co's	5 mths to Sept 26	41.4 (38.8)	3.35 (2.84)	18.19 (14.07)	8.2	7.75	16.05

Investment Trusts	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Dividends (p)	Date of payment	Total for year	Total for year
British Assets	Yr to Sept 30	134.1 (141.8)	18.8 (17.3)	5.82 (5.38)	1.3625	Jan 6	1,337
Flowers Worldwide	5 mths to Sept 30	171.7 (203.2)	0.159 (0.086)	0.4 (0.2)	1.57	Dec 18	1.56
Investors Capital	Yr to Sept 30	209.3 (217.1)	14.8 (16.4)	5.9 (6.8)	1.57	Dec 18	1.56
NT Capital	5 mths to Sept 30	370.1 (364.7)	4.83 (5.77)	2.7 (0.4)	1.57	Dec 18	1.56

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. Yr increased capital. After stock split. After currency. * Comparative restated. ** Foreign income dividend. *** Foreign income dividend.

Ladbroke Hilton ahead in quarter

By Charles Pretzell

Ladbroke yesterday said its Hilton International hotel chain had increased profits in the third quarter despite a drop in UK occupancy levels.

"There were real signs of softening in London and it is continuing into October as well," the group warned. Revenue per available room - a measure of the average price achieved across the business - rose between 6 and 7 per cent in the UK, compared with the same period a year ago.

However, this represented a slowdown from growth of more than 10 per cent at Hilton International in the first half.

Ladbroke, which owns the Hilton brand outside the US, said part of the slowdown was because of a clampdown on travel budgets by finan-

cial institutions in the City. Hilton International enjoyed strong growth in continental Europe in the three months to September 30, with the main improvement coming in France.

Hotels in the Middle East suffered from political instability, including last year's terrorist attack in Luxor, Egypt. The Kenyan market had also suffered from political instability, Ladbroke said, adding that trading in Asia and Australasia remained "very difficult".

Overall, the group said it "continued to make progress during the third quarter of 1998 with profit before taxation and exceptional items well ahead".

This year's profits will be hit by a 15m (£15m) charge to cover the launch costs of its National Lottery-style game, Easy Play.

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EURO PRICES

EQUITIES

Gulf nerves take Europe lower

By Vincent Boland

European shares closed a shade lower yesterday on a lack of market-sensitive corporate news and growing nervousness over a showdown between the US and Iraq. But they ended above the day's lowest levels after the Dow Jones Industrial Average posted early gains.

Analysts said the overall trading mood was still reasonably positive, but there were worries over whether the recent rally had peaked. They pointed to next week's interest rate decision from

the US Federal Reserve as a key indicator of whether investors are prepared to push prices much higher.

The FTSE Eurotop 300 index fell 1.37 or 0.12 per cent to 1,077.94, although the narrower FTSE Eurotop 100 index managed to eke out a small gain, rising 1.67 points to 2,480.05. The FTSE Ebluc 100 index of shares in countries in the first wave of monetary union fell 3.37 to 893.85.

Performances across sectors were mixed, with individual stocks faring better. France Telecom rose Ecu 3.10 to Ecu 86.85 ahead of the sale of another tranche of

shares by the French government. Investor roadshows are underway and bankers report strong interest ahead of the completion of the Ecu50bn offering.

But Deutsche Telekom dropped Ecu 0.40 to Ecu 23.05 after the company announced price cuts and signalled a price war was shaping up among German telecoms.

Telecom Italia rose Ecu 0.30 to Ecu 6.38 ahead of the appointment of a new chief executive and criticism from Brussels of plans by the new Italian government to raise funds by imposing additional levies on telecoms groups.

Oils were helped as the oil price continued to push higher on rising tensions in the Gulf. BP rose Ecu 0.30 to Ecu 12.82 and Elf Aquitaine was up Ecu 3.40 to Ecu 104.70, but Eni was off Ecu 0.70 to Ecu 266.97. Cap Gemini rose Ecu 5.40 to Ecu 134.29 and Canal Plus jumped Ecu 7 to Ecu 215.47 as selective buying featured in a generally thin Paris market. Engineering stocks were a notably weaker sector, with Mannesmann shedding Ecu 2 to Ecu 82.39, while Michelin shed Ecu 2.60 to Ecu 34.82 after reporting disappointing nine-month figures.

FTSE Ebluc 100

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Bond yield curve

Per cent (November 12 1998)

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FTSE Actuaries Share Indices

Per cent (November 12 1998)

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COMMODITIES & AGRICULTURE

TEA BATTLE FOR CONTROL WITH KTDA

Kenyan plans thwarted by smallholders

By Mark Turner in Nairobi

Plans to entrench Kenya as the world's premier tea exporter well into the next century are running into hurdles as smallholders battle for control with the Kenya Tea Development Authority (KTDA).

The KTDA, which monopolises the small farm sector, says that new plantings and improved husbandry will raise smallholder production to 10m kg of unprocessed tea by 2010, almost a third more than current levels.

In the medium term, it is seeking finance from the European Investment Bank and the Commonwealth Development Authority to build eight new processing factories, which would boost smallholder capacity to almost 300m kg of processed tea.

"The feasibility studies are ready, and even the designs," said Sostance Karanja, KTDA's managing director. "With these eight new factories, we will be able to process 750m kg of green leaves."

Added to large estate production, tea brokers say it is quite feasible that Kenya could be producing more than 900m kg of processed tea annually within five years, of which 50 per cent would be exported.

Even last year, when production was hit by a serious drought, Kenya produced 221m kg and accounted for 17 per cent of world exports. Following the El Niño freak weather system, 1998 production is set to reach 285m kg, and exports are expected to overtake those of Sri Lanka, China and India.

However, after half a decade of criticism by small

farmers about the KTDA's monopoly over development, processing and marketing - with all its potential for abuse - its days as a one-stop-shop are numbered.

A paper being prepared by the Treasury appears likely to give local factory boards far more say over day-to-day management, and the power to bypass the KTDA if they choose.

Without the traditional guarantees of a single authority, foreign investors may prove reluctant to stump up the capital needed for further expansion. "Negotiations are proving more difficult now, as lenders want farmers to participate," said Mr Karanja.

Kiraitu Muriungi, a leading parliamentary exponent of curbing the KTDA, admits there is a contradiction in the smallholders' ambitions.

"We want the KTDA to act as an agent for setting up these new factories, and to give guarantees to investors. That is a good role," he said. "But at the same time we want individual factories to have far more say in the way they are managed. That is a confusion, and we are discussing how to resolve it."

One solution could be to grant the KTDA control for a further transitional period, he said, but with a clear agenda for devolution of its powers.

As they await the outcome of the debate over the KTDA, potential financiers are biding their time.

"We are awaiting anxiously the privatisation of the KTDA," said Robert Ahonka-Lindsay from the CDC in Nairobi. "We need to know how far Kenya will go down the privatisation track before coming to a conclusion."

Modest increase seen in gold price

MARKETS REPORT

By Kenneth Gooding and Caroline Fossey

Some traders suggested growing tensions over Iraq pushed the gold price higher yesterday. Most of the gain came after the New York market opened. At the close in London gold was \$295.35 a

troy ounce, up \$2.10 cents from Wednesday's close.

This was a modest percentage rise - less than 1 per cent - and dealers suggested the rally was unlikely to go much further. "We have not seen a significant rally in the gold price on rising military tensions since the end of the cold war," said GNI Research in its daily report.

Hanspeter Hausheer, analyst at SBC Warburg Dillon Read, said if the US and its allies attacked Iraq the price might move up again. "I don't think there would be a big reaction, perhaps two or three dollars. Only if there was a risk of disruption to world oil production would there be a bigger reaction," he added.

Oil rose as tensions increased between the US and Iraq over Saddam Hussein's decision to halt UN arms inspections. The December benchmark contract for Brent blend was \$12.43 a barrel in late trading on London's International Petroleum Exchange, up 32 cents a barrel on Wednesday's close.

Cocoa fell to its lowest ever on the London International Financial Futures and Options Exchange yesterday. The December contract dropped 16 to \$971 a tonne before closing at \$973.

Coffee slipped in London after New York turned weaker. November closed down \$80 at \$2,035 a tonne on Liffe.

Caribbean backs bananas despite open market threat

Heavily dependent economies have been told to diversify but growers see efficiency as the way forward, says Canute James

On the mist-shrouded slopes of the Cul-de-Sac valley in north-western St Lucia, there is little doubt about the direction of the economy of the eastern Caribbean island and its neighbours. "Some people in Europe and the United States are saying we should grow fewer bananas, and more of other things," says Edward C. who wants to diversify the island's economy.

"But no one can tell us what these other crops should be. Diversity is what I know how to grow bananas, so do all my fellow farmers here. We do not know how to grow potatoes and tomatoes. And if we tried, who would buy them?"

With the US threatening to impose 100 per cent duties on a range of European products if Europe does not amend its banana import regime by January 1 next year, producers in the Caribbean, particularly those in the Windward Islands - whose economies are heavily dependent on trade in the fruit - are being told they should diversify.

Less dependence on bananas will cushion the displacement of the eventual loss of a preferential market in Europe which is the lifeline for exporters.

However, Caribbean producers say they are diversifying not by reducing production, but by strengthening other sectors of their economies. They will not produce fewer bananas; they plan to produce more, but to do so more efficiently.

"The agriculture sector should diversify away from bananas, but not at the expense of reduced banana production," says Kenny Anthony, prime minister of St Lucia, the Caribbean's biggest producer.

"We are expanding production of other exports, such as cocoa and horticulture. There is no intention of replacing bananas with anything else. There is no word in Caribbean agriculture which has been more abused than diversification."

The island's banana sector is threatened by an open market because production costs are higher than those of the main exporters in Latin America. Caribbean producers incur higher costs because of difficult conditions and climatic hazards, says the Caribbean Banana Exporters Association.

Producers in the islands cannot compete directly on price with "dollar bananas" grown on the large, flat plantations of Latin America, the association says. "In addition, unlike workers on some Latin American plantations, Caribbean workers are paid decent wages."

It also says it is more expensive to ship bananas from the Caribbean "because of the number of port calls necessary and the absence of economies of scale".

Caribbean producers account for 3 per cent of world banana exports and 20 per cent of European Union imports, says the association. Dominica, Grenada, St Lucia and St Vincent depend on banana exports for about 60 per cent of their export earnings.

"We are not inefficient producers," says Bernard Cornibert, chief executive of Windward Islands Banana Development Company. "We are efficient, given the problems of hilly terrain, small farms, poor soil and some inclement weather, such as hurricanes."

Windward Islands banana production has fallen by a half since 1991, due mainly to drought and poor prices, which discouraged farmers. The islands have an EU quota of 180,000 tonnes a year but struggled to export 84,390 tonnes last year. Production of 200,000 tonnes will make the industry viable.



Despite higher costs, farmers want to stick to what they know

says Mr Cornibert. "We hope to do this, not by expanding acreage, but by increasing productivity. We have been at this for 50 years. We are still struggling to do this competitively, yet others are suggesting we do something else," he says.

The Windward Islands' banana industry is getting \$65.5m from the EU to help improve productivity and quality. This will help restructure the industry. Drainage and irrigation will be improved, and loans made to farmers for equipment.

There is concern, however, that continuing US attacks on EU import arrangements could destroy their market. Following the WTO's ruling that the EU regime was unfair, EU ministers agreed in June to eliminate a licensing system for imports. But the EU maintained an

import quota on Latin American bananas and a duty-free access quota that benefits Caribbean and other traditional exporters.

"Although it has been found guilty of violating trading rules, Europe is putting forth another regime that as far as we can tell is going to be inconsistent with world trading rules again," says John Hamilton, principal deputy assistant secretary in the Bureau of Western Hemisphere Affairs in the US Department of State.

This does not go down well in Cul-de-Sac. "We have been told that the Americans want to take our market and give it to their big companies in Latin America," says Edward C. "They are pressuring the Europeans who, we believe, will give in soon. Why do they want our children to starve?"

Volatility forecast for metals markets

By Kenneth Gooding, Mining Correspondent

Demand and prices for metals will be volatile towards the end of next year as consumers attempt to head off millennium bomb problems, according to Rudolf Wolff, the commodity trading subsidiary of Noranda, Canada's biggest natural resources group.

Industry worldwide will build stocks before 2000, "switching from just-in-time to just-in-case inventory", Martin Squires, a Wolff analyst, suggests.

The millennium bomb refers to problems that are already beginning to arise because older computers are unable to recognise the date change from 1999 to 2000.

Mr Squires says a mining company not completely certain that its mine - or power supplier - is year 2000 compliant would be unlikely to allow employees into potentially dangerous areas.

He suggests the problem can be expected "to exacerbate market volatility during the closing stages of the millennium. After January 2000 there is a high probability that the fall-out from this phenomenon will create a global recession".

Wolff is forecasting that metal markets next year will be "depressed and volatile".

For example, it suggests copper for delivery in three months on the London Metal Exchange will average \$1.534 a tonne in 1999, nearly 11 per cent below the \$1.709 average for the first nine months of this year. Three-month aluminium is forecast to average \$1.275 a tonne next year, a 9 per cent fall from the \$1.407 average so far.

Wolff also forecasts an average 1999 zinc price of \$960 a tonne (compared with \$1,071); a lead price of \$460 (\$546); a nickel price of \$11,000 (\$4,934); and a tin price of \$5,000 (\$5,380).

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

All aluminium, 99.7 purity (5 per cent)

	Cash	3 mths
Close	1213-4	1208-9
Previous	1207-5-8	1208-9
High/Low	1204-10-20	1204-10-20
AM Official	1203-2-5	1202-1
North close	1202-7	1202-7
Open int.	34,221	120,303
Total daily turnover	120,303	

All aluminium alloy (5 per cent)

	Cash	3 mths
Close	1035-10	1131-2
Previous	1035-10	1131-2
High/Low	1035-10	1131-2
AM Official	1035-10	1131-2
North close	1035-10	1131-2
Open int.	7,224	1132-5
Total daily turnover	2,102	

All lead (5 per cent)

	Cash	3 mths
Close	487-5-8	498-8-5
Previous	489-5-8	500-8-5
High/Low	489-5-8	500-8-5
AM Official	489-5-8	500-8-5
North close	489-5-8	500-8-5
Open int.	40,555	494-5-5
Total daily turnover	8,058	

All nickel (5 per cent)

	Cash	3 mths
Close	4185-85	4252-80
Previous	4110-200	4180-80
High/Low	4110-200	4270-150
AM Official	4175-85	4252-80
North close	4175-85	4252-80
Open int.	85,503	
Total daily turnover	17,852	

All tin (5 per cent)

	Cash	3 mths
Close	5485-85	5445-80
Previous	5485-85	5445-80
High/Low	5485-85	5445-80
AM Official	5485-85	5445-80
North close	5485-85	5445-80
Open int.	17,852	
Total daily turnover	17,852	

All zinc (5 per cent)

	Cash	3 mths
Close	953-4-5	973-4-5
Previous	953-4-5	973-4-5
High/Low	953-4-5	973-4-5
AM Official	953-4-5	973-4-5
North close	953-4-5	973-4-5
Open int.	87,547	
Total daily turnover	12,752	

All copper, grade A (5 per cent)

	Cash	3 mths
Close	1575-80	1608-85
Previous	1570-71	1598-80
High/Low	1570-71	1610-150
AM Official	1575-80	1608-85
North close	1575-80	1608-85
Open int.	170,454	
Total daily turnover	31,758	

All steel, special high grade (5 per cent)

	Cash	3 mths
Close	973-4-5	973-4-5
Previous	953-4-5	973-4-5
High/Low	953-4-5	973-4-5
AM Official	953-4-5	973-4-5
North close	953-4-5	973-4-5
Open int.	87,547	
Total daily turnover	12,752	

All steel, special high grade (5 per cent)

	Cash	3 mths
Close	953-4-5	973-4-5
Previous	953-4-5	973-4-5
High/Low	953-4-5	973-4-5
AM Official	953-4-5	973-4-5
North close	953-4-5	973-4-5
Open int.	87,547	
Total daily turnover	12,752	

All steel, special high grade (5 per cent)

	Cash	3 mths
Close	953-4-5	973-4-5
Previous	953-4-5	973-4-5
High/Low	953-4-5	973-4-5
AM Official	953-4-5	973-4-5
North close	953-4-5	973-4-5
Open int.	87,547	
Total daily turnover	12,752	

All steel, special high grade (5 per cent)

	Cash	3 mths
Close	953-4-5	973-4-5
Previous	953-4-5	973-4-5
High/Low	953-4-5	973-4-5
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Previous	953-4-5	973-4-5
High/Low	953-4-5	973-4-5
AM Official	953-4-5	973-4-5
North close	953-4-5	973-4-5
Open int.	87,547	
Total daily turnover	12,752	

All steel, special high grade (5 per cent)

	Cash	3 mths
Close	953-4-5	973-4-5
Previous	953-4-5	973-4-5
High/Low		

BERMUDA
(FSA RECOGNISED)

[illegible]

**CAYMAN ISLANDS
(REGULATED)(**)**

[illegible][illegible]

GUERNSEY
ESA RECOGNISEM

[illegible][illegible]

Foreign Growth Acc... \$11.35
 Foreign Financial Management
 Foreign Financial Mgmt \$4.04
 Asset Management (Short)
 Foreign Financial Mgmt \$3.55

Amgen Inc.	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (A)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (B)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (C)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (D)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (E)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (F)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (G)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (H)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (I)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (J)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (K)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (L)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (M)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (N)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (O)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (P)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (Q)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (R)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (S)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (T)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (U)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (V)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (W)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (X)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (Y)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (Z)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AA)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AB)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AC)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AD)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AE)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AF)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AG)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AH)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AI)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AJ)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AK)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AL)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AM)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AN)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AO)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AP)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AQ)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AR)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AS)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AT)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AU)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AV)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AW)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AX)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AY)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (AZ)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BA)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BB)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BC)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BD)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BE)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BF)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BG)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BH)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BI)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BJ)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BK)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BL)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BM)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BN)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BO)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BP)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
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Amgen Inc. (BR)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BS)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BT)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BU)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BV)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BW)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BX)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BY)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (BZ)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CA)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CB)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CC)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CD)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CE)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CF)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CG)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CH)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CI)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CJ)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CK)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CL)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CM)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CN)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CO)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CP)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CQ)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CR)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CS)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CT)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CU)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CV)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CW)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CX)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CY)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (CZ)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (DA)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (DB)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (DC)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (DD)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (DE)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (DF)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (DG)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (DH)	107.75	0.00	100	11.5B	1.50	1.4%	15.5	1.2	110.00	105.00
Amgen Inc. (DI)	107.75	0.00	100	11.5B	1.50	1				

[illegible]

STUDY

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Air Miles Selling				Buying		+ or -		Total	
Airline	Class	Days	Fare	Days	Fare				
London - Cardiff									
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
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AZ	Y		100.00	Y	100.00				
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AZ	Y		100.00	Y	100.00				
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AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
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AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y		100.00	Y	100.00				
AZ	Y								

Figure 1

[illegible][illegible]

Global European Fund Plc
 £271.57
 World Asset Management

[illegible]

Fund List	Share Price	Buy/Sell Price	+ or -	Total Assets
Canada Ltd				
Canada Fund	\$24.00	\$24.00		\$1,000,000
Canada Fund II	\$24.00	\$24.00		\$1,000,000
Canada Fund III	\$24.00	\$24.00		\$1,000,000
Canada Fund IV	\$24.00	\$24.00		\$1,000,000
Canada Fund V	\$24.00	\$24.00		\$1,000,000
Canada Fund VI	\$24.00	\$24.00		\$1,000,000
Canada Fund VII	\$24.00	\$24.00		\$1,000,000
Canada Fund VIII	\$24.00	\$24.00		\$1,000,000
Canada Fund IX	\$24.00	\$24.00		\$1,000,000
Canada Fund X	\$24.00	\$24.00		\$1,000,000
Canada Fund XI	\$24.00	\$24.00		\$1,000,000
Canada Fund XII	\$24.00	\$24.00		\$1,000,000
Canada Fund XIII	\$24.00	\$24.00		\$1,000,000
Canada Fund XIV	\$24.00	\$24.00		\$1,000,000
Canada Fund XV	\$24.00	\$24.00		\$1,000,000
Canada Fund XVI	\$24.00	\$24.00		\$1,000,000
Canada Fund XVII	\$24.00	\$24.00		\$1,000,000
Canada Fund XVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund XIX	\$24.00	\$24.00		\$1,000,000
Canada Fund XX	\$24.00	\$24.00		\$1,000,000
Canada Fund XXI	\$24.00	\$24.00		\$1,000,000
Canada Fund XXII	\$24.00	\$24.00		\$1,000,000
Canada Fund XXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund XXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund XXV	\$24.00	\$24.00		\$1,000,000
Canada Fund XXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund XXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund XXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund XXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund XXX	\$24.00	\$24.00		\$1,000,000
Canada Fund XXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund XXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund XXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund XXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund XXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund XXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund XXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund XXXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund XXXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund XL	\$24.00	\$24.00		\$1,000,000
Canada Fund XLI	\$24.00	\$24.00		\$1,000,000
Canada Fund XLII	\$24.00	\$24.00		\$1,000,000
Canada Fund XLIII	\$24.00	\$24.00		\$1,000,000
Canada Fund XLIV	\$24.00	\$24.00		\$1,000,000
Canada Fund XLV	\$24.00	\$24.00		\$1,000,000
Canada Fund XLVI	\$24.00	\$24.00		\$1,000,000
Canada Fund XLVII	\$24.00	\$24.00		\$1,000,000
Canada Fund XLVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund XLIX	\$24.00	\$24.00		\$1,000,000
Canada Fund L	\$24.00	\$24.00		\$1,000,000
Canada Fund LI	\$24.00	\$24.00		\$1,000,000
Canada Fund LII	\$24.00	\$24.00		\$1,000,000
Canada Fund LIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LV	\$24.00	\$24.00		\$1,000,000
Canada Fund LVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXX	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXXI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXIV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXV	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVI	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVII	\$24.00	\$24.00		\$1,000,000
Canada Fund LXXXXXXXVIII	\$24.00	\$24.00		\$1,000,000
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INSURANCE - Continued

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LONDON STOCK EXCHANGE

Gulf fears and profit warnings weaken equities

MARKET REPORT

By Steve Thompson,
UK Stock Market Editor

Increasing nervousness about the deteriorating situation in Iraq and another worrying series of profit warnings brought renewed pressure on London's equity market yesterday.

Although there were few signs of substantial selling, the FTSE 100 index was marked down for much of the day, only lifting when Wall Street delivered an encouraging rally.

"Given the international

problems and domestic earnings worries, it is difficult to see the market making much progress from here in the short term, although a rate cut in the US next week, however unlikely, would do much to encourage the buyers back into global markets," said one salesman.

Apart from the profit warnings, which were confined to the smaller stocks, much of the news from blue-chip companies delivered yesterday was viewed as positive.

But some dealers began to get agitated at the trend in currency markets, where

sterling moved higher again yesterday, especially against the D-Mark, with the Bank of England's trade-weighted index finishing 0.4 up at 100.8.

Footsie kicked off the session under light pressure and gradually declined during the morning to hit a session low of 5,402.4 before picking up to finish the day 27.8 down at 5,449.0.

Early trading was given no help by Wednesday's poor performance from Wall Street, which dipped 40 points, or by a disappointing trend on Asian markets where Hong Kong fell 2 per

cent and Tokyo 2.5 per cent. Unlike the leaders, the second-line stocks finished only a shade off the day's lowest levels, burdened not only by the threat of earnings downgrades, but also by the currency factor.

The FTSE 250 settled 27.8 down at 4,845.2 after sliding 33.5 at one point. The small-cap stocks were broadly lower, but the FTSE SmallCap index held up well in the face of all the profit warnings, closing 3.0 down at 2,085.7.

Activity in London never looked like moving out of first gear, as the institutions

preferred to stand on the sidelines, awaiting developments in the Middle East.

Fears that a US strike against Iraq is increasingly likely unsettled most areas of the market but brought much needed relief to a recently beleaguered oil sector, as crude oil prices moved ahead.

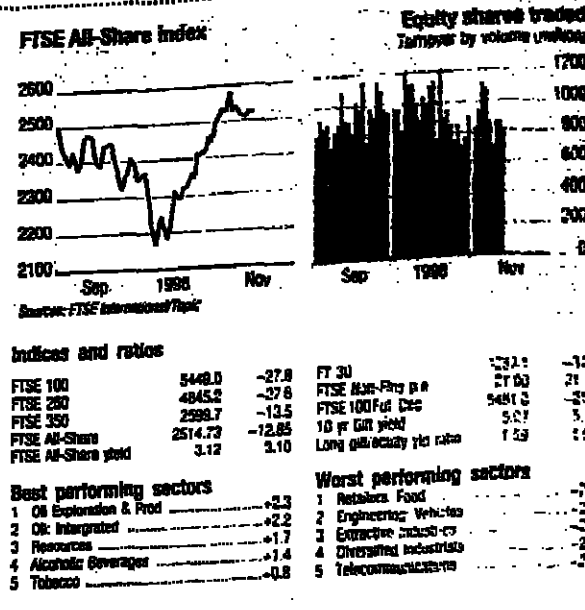
Shell, outpaced recently by BP, was among the best performers in the FTSE 100, while Enterprise and Lando were prominent in the FTSE 250 stocks.

Of the stocks reporting yesterday, Ladbroke pleased the market with an upbeat

third-quarter trading statement, although profit-takers moved in on BT despite top-of-the-range numbers from the UK's leading telecoms group.

There was evidence that more takeover action might be returning to the market. A hard bid emerged for Heritage Bathrooms, and Wassaill was unveiled as the buyer of a large lump of stock in BICC, the cables and heavy electricals group.

Turnover at 8pm reached 814.3m shares, with non-FTSE 100 stocks accounting for about 53 per cent of that figure.



Concern over Iraq lifts oils

COMPANIES REPORT

By Peter John, Martin Eric
and Joel Kibazo

Shell Petroleum dominated the performance tables yesterday as the effect of political uncertainty on underlying oil prices boosted the shares.

The uncertainty sprang from reports that Iraq's state oil company would halt crude oil exports under the UN oil-for-food programme if independent monitors were withdrawn as a result of the US military build-up in the Gulf.

Oil contracts only gained 25 cents a barrel and some analysts were sceptical about the Iraqi situation's impact.

"One world-weary specialist said: 'I can't help feeling we've been here before. It smacks of Grand Old Duke of York syndrome.'"

John Toalster of SG Securities preferred to dwell on the latest announcement from Shell about restructuring in Europe. "Investors are seeing similarities with BP in 1992 when corporate embarrassment caused by asset write-downs and redundancies resulted in a major share price re-rating," he said.

Other analysts said there

was nothing new in the statement and preferred to wait until the company outlined its strategy on December 14.

Shell rose 11 to 354 1/2p with 22m shares traded and BP 13 1/2p to 389 1/2p on turnover of 18m. Elsewhere in the sector, Enterprise rose 20 to 395p and Lando 5 1/2 to 173 1/2p.

Zeneca advanced 28 to £22.83 after the company announced plans to sell its specialities unit, increasing its focus on pharmaceuticals operations.

Analysts welcomed the sale as a move out of a relatively low-margin business and one that would provide

a cash injection. The sale does not include Zeneca's agrochemicals operations, still seen as a growth area. The businesses are expected to fetch around £1.6bn.

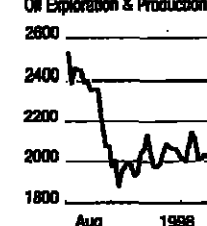
The big Footsie automotive stocks came under pressure as their SmallCap cousin Haden MacLellan said it had seen "a clear slowing down in the global automotive industry".

Traders said the news was likely to put pressure on profit forecasts across the automotive sector, where some analysts have pencilled in growth of 10 per cent.

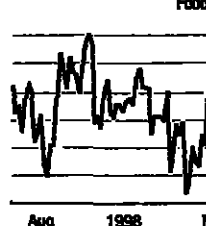
One analyst said: "Most people believed the automot-

Best and worst performing FTSE sectors

Oil Exploration & Production



Food Retailers



tive market had softened slightly, but not by much. It now looks as if forecasts are too high, and people will be reassessing their numbers."

GKN suffered one of the worst performances in the Footsie, with a fall of 38 to 655p, while LucasVarley, which reached 294p earlier this year and suffered in the wake of the failed attempt by management to move its domicile to the US, was down 3 at 199p. BBA fell 9 to 356 1/2p. Haden MacLellan lost almost 28 per cent or 23 1/2 to 58 1/2p.

In the rest of the engineering sector, TI Group followed the market lower, the shares closing 9 off at 344p in modest volume. There were rumours in the market suggesting the company will publish a trading statement at the end of next week. Specialists suggested that, in the light of the global economic slowdown and recent profit warnings from a number of engineering companies, TI's statement was unlikely to be upbeat.

The stock has underperformed the market by more than 27 per cent since the beginning of the year.

Strong two-way business in Marks and Spencer made it the busiest stock of the day with turnover soaring to 28m as directors met to discuss the future management of the group. The shares handed a penny to 449p.

Media publisher RMI Group surrendered 14 1/2 to 350p as sentiment was hit by a bearish note from Dresner Kleinwort Benson.

The broker downgraded its recommendation from "hold" to "sell" and said: "EMI's problems continue to multiply. The world economic crisis has caused two profit warnings in Asia and Latin America. The US may be next."

Ladbroke gains

An upbeat trading statement from gaming and hotels company Ladbroke Group saw its shares advance 8 1/2 to 231 1/2p.

Ladbroke said third-quarter profits before tax and exceptional items to the end of September are well ahead of a year earlier.

Cobham was up 47 1/2 to 805p after a bullish presentation to analysts and fund managers. The engineering group was reassuring on its aerospace business and said the printed circuit board market seemed to be improving.

BT fell 35 to 803p as the company announced encouraging half-year results and a 7 per cent dividend rise. However, analysts said the

shares had reached a level where valuations were beginning to appear stretched.

Emergis jumped 4 1/2 to 842p on hopes of strong figures from the service provider on Tuesday.

Telestream fell in early trading but crept back after the company released its 9-month interim figures, closing up a penny at 138p. Marketing services group WPP dipped 1 1/2 to 320p. Warburg Dillon Read moved from "buy" to "hold".

A series of profit warnings highlighted the fragility of earnings among smaller companies in the face of economic slowdown in the UK and abroad.

The market's worst performer was branded goods distributor United Overseas, which dropped to its lowest level since it floated last year. The shares fell 40 per cent or 18 1/2 to 27 1/2p, having been 122p earlier this year. The company said it had sacrificed margins to maintain sales in the face of a slowing retail environment.

The second profit warning in two months from Lamont Holdings saw the shares drop to 5 at 48p after the textiles group talked of a slowing of carpet sales in the UK. It also appointed as chairman of BOC Technologies and Phillips Auction Group.

Bemrose Corporation echoed the tale of falling retail demand as the promotional products company said sales of calendars and diaries were below expectations in the UK and the US. It said its security printing business was performing satisfactorily apart from the Russian lottery ticket contract.

Bemrose announced the resignation of the president of the US business. The shares, which were at 460p earlier this year, fell 80 to 277 1/2p.

FUTURES AND OPTIONS

FTSE 100 INDEX FUTURES (LFF) £10 per full index point

	Open	Sett. price	Change	High	Low	EST. vol	Open int.
Dec	5442.0	5441.0	-1.0	5510.0	5430.0	54	15629
Jan	5480.0	5479.0	-1.0	5540.0	5460.0	0	9320
Mar	5570.0	5569.0	-1.0	5630.0	5550.0	0	0

FTSE 250 INDEX FUTURES (LFF) £10 per full index point

	Open	Sett. price	Change	High	Low	EST. vol	Open int.
Dec	4861.0	4860.0	-1.0	4920.0	4840.0	0	9432

FTSE 100 INDEX OPTION (LFF) £5445 £10 per full index point

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Dec	5442.0	5441.0	-1.0	5510.0	5430.0	54	15629
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Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE

AUSTRIA (Nov 12 / Sec)

Stock	Price
Alpine	11.50
Bank Austria	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Belgium (Nov 12 / Franc)

Stock	Price
Alcatel	11.50
Bank of Belgium	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Denmark (Nov 12 / DKK)

Stock	Price
Alcatel	11.50
Bank of Denmark	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

France (Nov 12 / Franc)

Stock	Price
Alcatel	11.50
Bank of France	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Germany (Nov 12 / Mark)

Stock	Price
Alcatel	11.50
Bank of Germany	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Greece (Nov 12 / Dracma)

Stock	Price
Alcatel	11.50
Bank of Greece	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Italy (Nov 12 / Lira)

Stock	Price
Alcatel	11.50
Bank of Italy	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Netherlands (Nov 12 / Guilder)

Stock	Price
Alcatel	11.50
Bank of Netherlands	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Portugal (Nov 12 / Escudo)

Stock	Price
Alcatel	11.50
Bank of Portugal	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Spain (Nov 12 / Ptas)

Stock	Price
Alcatel	11.50
Bank of Spain	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Sweden (Nov 12 / Krona)

Stock	Price
Alcatel	11.50
Bank of Sweden	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Switzerland (Nov 12 / Franc)

Stock	Price
Alcatel	11.50
Bank of Switzerland	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

Turkey (Nov 12 / Lira)

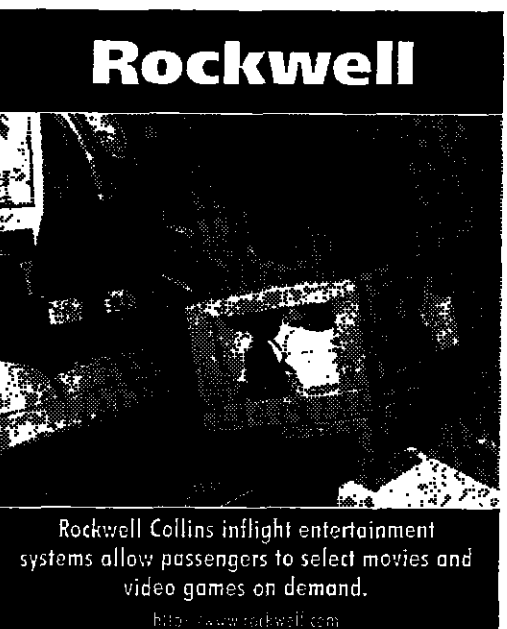
Stock	Price
Alcatel	11.50
Bank of Turkey	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

United Kingdom (Nov 12 / Pound)

Stock	Price
Alcatel	11.50
Bank of United Kingdom	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

USA (Nov 12 / Dollar)

Stock	Price
Alcatel	11.50
Bank of USA	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50



Rockwell Collins inflight entertainment systems allow passengers to select movies and video games on demand.

FINLAND (Nov 12 / Mark)

Stock	Price
Alcatel	11.50
Bank of Finland	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

IRELAND (Nov 12 / Pound)

Stock	Price
Alcatel	11.50
Bank of Ireland	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

ITALY (Nov 12 / Lira)

Stock	Price
Alcatel	11.50
Bank of Italy	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

NETHERLANDS (Nov 12 / Guilder)

Stock	Price
Alcatel	11.50
Bank of Netherlands	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

POLAND (Nov 12 / Zloty)

Stock	Price
Alcatel	11.50
Bank of Poland	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

PORTUGAL (Nov 12 / Escudo)

Stock	Price
Alcatel	11.50
Bank of Portugal	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

SPAIN (Nov 12 / Ptas)

Stock	Price
Alcatel	11.50
Bank of Spain	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

SWITZERLAND (Nov 12 / Franc)

Stock	Price
Alcatel	11.50
Bank of Switzerland	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

TURKEY (Nov 12 / Lira)

Stock	Price
Alcatel	11.50
Bank of Turkey	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

UNITED KINGDOM (Nov 12 / Pound)

Stock	Price
Alcatel	11.50
Bank of United Kingdom	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

USA (Nov 12 / Dollar)

Stock	Price
Alcatel	11.50
Bank of USA	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

AFRICA

Stock	Price
Alcatel	11.50
Bank of Africa	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

ASIA

Stock	Price
Alcatel	11.50
Bank of Asia	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

AUS

Stock	Price
Alcatel	11.50
Bank of Australia	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

BR

Stock	Price
Alcatel	11.50
Bank of Brazil	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

CH

Stock	Price
Alcatel	11.50
Bank of China	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

CL

Stock	Price
Alcatel	11.50
Bank of Chile	12.50
Energy	11.50
Industries	11.50
Insurance	11.50
Media	11.50
Telecom	11.50
Utilities	11.50

FTSE/P ACTUARIES WORLD INDICES

The FTSE/P Actuaries World Indices are owned by FTSE International Limited, London, and Standard & Poor's, New York. The indices are compiled by FTSE International and Standard & Poor's in conjunction with the actuaries of the world.

Index	Value
World	100.00
Asia	100.00
Africa	100.00
Australia	100.00
Canada	100.00
Europe	100.00
Latin America	100.00
Middle East	100.00
Northern Europe	100.00
South America	100.00
USA	100.00

Emerging markets:

IFC investable indices

Index	Value
Asia	100.00
Africa	100.00
Australia	100.00
Canada	100.00
Europe	100.00
Latin America	100.00
Middle East	100.00
Northern Europe	100.00
South America	100.00
USA	100.00

AMERICA

USA

Index	Value
USA	100.00
Canada	100.00
Mexico	100.00
Central America	100.00
Caribbean	100.00
South America	100.00

EUROPE

Europe

Index	Value
Europe	100.00
Central Europe	100.00
Eastern Europe	100.00
Western Europe	100.00

ASIA

Asia

Index	Value
Asia	100.00
South Asia	100.00
East Asia	100.00
South East Asia	100.00

AFRICA

Africa

Index	Value
Africa	100.00
North Africa	100.00
South Africa	100.00
East Africa	100.00
West Africa	100.00

NEW YORK STOCK EXCHANGE PRICES

4 pm close November 12

EUROBENCH "INSECTS" INDICES									
European benchmark equity indices on a global basis, as reported, independent from the London and New York markets. The indices are based on the performance of the constituent companies, as measured by the return on assets (ROA) and the return on equity (ROE) ratios. The indices are calculated on a daily basis, and are available to investors as a benchmark for their investment performance.									
Index	Symbol	Value	Change	% Change	High	Low	Open	Close	Adj. Close
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX	100.00	0.00	0.00	100.00	100.00	100.00	100.00	100.00
EUROBENCH "INSECTS" INDEX	EUROBENCH "INSECTS" INDEX								

GLOBAL EQUITY MARKETS

US INDICES

	Nov 12	Nov 11	Nov 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STOCK MARKETS

Downbeat day offers investors indigestion

WORLD OVERVIEW

Equity markets in Asia and Europe faced a diet of disappointments yesterday, spiced with concerns over the growing threat of a US military strike on Iraq in response to President Saddam Hussein's refusal to co-operate with arms inspections, writes Michael Morgan.

Wall Street, when it opened, gave little immediate help. US investors adopted a cautious approach

ahead of next week's Federal Reserve policy meeting, content to mull over key earnings reports and forecasts for clues to the outlook for US interest rates.

Late in the European day, however, the Dow was looking healthier, as were the dollar, a safe haven in time of international tensions, and oil prices.

Tokyo set the downbeat tone for Asia as investors took the view that the government's latest plan to

kick-start its stalled economy was too little, too late. Renewed worries over Thailand's banking sector sent Bangkok sharply lower for a second straight day while Kuala Lumpur and Singapore were among the other big losers.

Wall Street's overnight weakness and Asia's woes set the scene for Europe. Frankfurt was further depressed by disappointment with some of the day's heavy flow of corporate reports

while in Paris, the motor sector was among the biggest losers after Michelin, the tyre maker, tumbled after reporting a fall in third-quarter sales.

By contrast, the oil companies had a good day across Europe, fuelled by the rise in crude prices. Useful gains were booked by Elf and Total in Paris and Royal Dutch/Shell in Amsterdam. Elsewhere, Stockholm was a weak performer, unmoved by news that the Riksbank

had cut deposit and lending rates, which paves the way for a further reduction in the repo rate. The key rate was last trimmed by 25 basis points to 3.85 per cent on November 3.

Ian Harnett at BT Alex Brown offered a word of caution on the outlook for European markets after their near 20 per cent rally from the October low. Although this appeared to have been prompted by US and some European rate cuts, Mr Har-

nett believed that currency weakness explained more of the bounce.

Sector moves, however, suggested that macro-factors played only a modest role, with the big losers from the correction now leading the performance.

"We, therefore, remain suspicious that this is just a bear-market bounce, rather than a bull-market turn," he said. "Only if policy eased in the Euro core could the rally be sustained."

MARKET FOCUS

Zurich chases SMI newcomer

The best-performing stock on the blue-chip SMI has only been around for just over a month. Swisscom, the partially privatised Swiss telecoms company, has risen 38 per cent since it started trading on October 5, compared with a mere 5 per cent gain for the SMI.

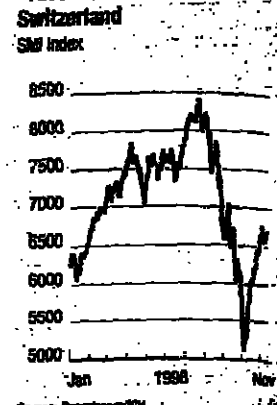
Swisscom's market debut at SFR340 a share came a day before the SMI pulled out of its late-summer nose-dive. While Swiss retail investors generally steered clear of the issue, there was heavy foreign interest in the shares, which were sold at around 18 times estimated 1999 earnings. They jumped 10 per cent on their first day and are now trading at around SFR480, or 16 times next year's earnings.

The Swisscom issue coincided with a low point for the Swiss financial sector. The shares of UBS and Credit Suisse, the big two banks, had shed more than half their value in little over two months following well-publicised problems in Russia, emerging markets and hedge funds.

Since then the Swiss market has rebounded 30 per cent and outperformed most European markets, partly because it had fallen far more heavily than any other since the SMI peaked at 8,412 on July 21. But it also reflects an increasing awareness that Switzerland still boasts some big stocks with considerable defensive attractions.

Nestlé, the world's biggest food company, has risen by a third this year making it the second-best SMI performer, followed by Holderbank, the cement company - up 25 per cent.

While analysts are downgrading engineering groups, such as ABB and Sulzer, and Swatch, the watchmaker, to reflect the slowdown in world growth, Roche and Novartis, the two big pharmaceuticals, account for 40 per cent of the SMI, and



Source: Reuters/FT

their profits are accelerating. Mirko Sangiorgio, head of research at Geneva's Pictet & Cie, has cut his forecast 1999 earnings growth from 22 per cent to 19 per cent. Merrill Lynch and BT Alex Brown are forecasting around 18 per cent growth.

Hans Kaufmann of Bank Julius Baer stresses that with Swiss interest rates at all-time lows, the bond market offers little rival attraction. He estimates the market is selling on 16 times earnings for 2000, against its long-term average of 17.9 times.

Meanwhile, the merger of Ciba Specialty Chemicals and Clariant is another reminder of the speed with which corporate Switzerland is restructuring. The new group is committed to growing 50 per cent faster than world economic growth and wants to please shareholders.

However, there remain two dark spots on the horizon - the euro and the US dollar. If the Swiss franc appreciates sharply against either, the chances are slim that the SMI can rise by another 1,000 points over the next year as some analysts are predicting.

Dr Kaufmann is sticking to his SMI forecast of 7,500 by end-1999, but warns: "The ice is still very thin."

William K

Gulf tension puts damper on US shares

AMERICAS

Wall Street staged a partial recovery from morning lows caused by mounting tensions between the US and Iraq, but the Dow Jones Industrial Average was struggling to hold on to gains in midday trading, writes John Lobato in New York.

In early afternoon trading the Dow had gained 13.38 to 8,837.20, while the broader Standard & Poor's 500 index was down 1.79 to 1,119.18. The Nasdaq composite index was off its lows but remained down 2.76 to 1,859.35. Small-company shares slipped as well, sending the Russell 2000 index down 2.07 to 351.40.

"Oil and gold stocks are the main sectors being affected," said Warren Epstein, director of trading at Richard Rosenblatt & Co. in New York.

Exxon and Chevron shares led the Dow higher, with Exxon climbing 4 per cent or \$2.12 to \$72.11 and Chevron up \$2.12 to \$28.71.

Chrysler was \$2 higher at \$74.54 as the stock topped the list of most actively traded stocks on the New York Stock Exchange on their final day of trading. From Tuesday, DaimlerChrysler shares will trade on the NYSE.

Specialty retailer Gap rose \$1.12 to \$68.50 but Kmart fell \$1.12 to \$15.75 after each company soundly beat analysts' expectations in their quarterly performance results. Seattle-based retailer Nordstrom shot up 7.3 per cent to \$33 after Morgan Stanley raised its rating.

EarthWeb, the internet services company that posted a premium of more than 247 per cent on its offer price on Wednesday, its first day of trading, put in another stellar performance, gaining 44 per cent or \$21.12 to \$49.12.

Financials lead fall-back

SOUTH AFRICA

South African shares lost ground led by financials, and the overall index fell 94.2 or 1.6 per cent to 5,727.

Financials lost 2.7 per cent, with Investec down 4.40

to \$70.5. Other internet stocks also rose, including Yahoo!, up 4.4% to \$169.5.

Research group Gartner Group declined more than 14 per cent or \$3.18 to \$18.48 after reporting its quarterly earnings and on a rating downgrade by Morgan Stanley.

TORONTO climbed steadily at midsession, led by precious metals and financial services companies, and the TSE 300 composite index rose 52.25 or 0.8 per cent to 6,331.50.

Precious metals companies moved up 93.76 or 1.4 per cent to 6,849.28 while financial services concerns improved 58.44 or 0.5 per cent to 7,826.89.

Shares in Provigo, the supermarket company that is the subject of a C\$1.6bn bid, reached a record high after its principal shareholder said it was in talks with other possible buyers. The shares rose 20 cents to C\$15.25.

SAO PAULO stocks edged down in early trading, reflecting overnight falls in Asian markets and continued uncertainties about the timing of the International Monetary Fund's loan deal for Brazil.

The Bovespa index fell 135 or 1.7 per cent to 7,625 after declining 3 per cent on Wednesday.

MEXICO CITY was weak at midsession as traders took a cautious line over the 1999 budget, due to be presented to congress today.

The benchmark IPC index was 22.88 lower at 4,094.81, as further speculation about a possibly unsatisfactory outcome to the controversial \$500m Fobaproa bank bailout debate also continued to influence the market.

BUENOS AIRES was slightly higher in this midday trade, with the Merval index up 0.15 per cent at 478.38.

cents to R194.80 and Nedcor losing 300 cents to R116.40. Industrials fell 1.3 per cent.

The gold index gained 1 per cent thanks to firm bullion. Gold Fields rose 190 cents to R35.90 and AngloGold rose 4 cents to R2.95.

EUROPE

Disappointment with some of the day's corporate news sent FRANKFURT lower even as Wall Street made concerted efforts to keep its head above water. The Xetra Dax index finished 59.43 lower at 4,645.89.

Deutsche Telekom lost 72 pf to DM45.28 in heavy trade after the company unveiled plans to cut telephone charges from January in an escalating price war. The former state-owned group said it planned to offset the reduction in revenues through an improvement in its competitive position and volume growth, as well as by developing other business activities.

Its rival, Mobilcom, lost DM8 to DM49.7 in spite of announcing that pre-tax profits rose fivefold in the first nine months while sales almost quadrupled.

Among the day's other corporate reports, Veba lost DM2.97 to DM88.55 after the diversified utility disappointed the market with news that full-year net profit was likely to fall significantly below the 1997 level.

RWE eased 85 pf to DM66.15 in spite of improved first-quarter net profit. Engineering group Linde was a winner, up DM1.50 to DM91.50, on nine-month figures, and plans to raise its dividend if its earnings improvement was maintained to the end of the year.

Specialised chemicals group SKW Trostberg fell DM3.30 to DM42.25 as the company warned it would be able to achieve its 1999 business goal.

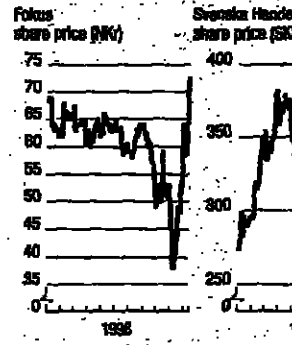
OSLO edged lower, with the Total index closing 8.37 or 0.5 per cent down at 950.61, although investors focused on the bidding war for Fokus Bank.

Fokus, which accounted for about half of total turnover, jumped NKR6.50 or 13.3 per cent to NKR72.50 after Denmark's Den Danske Bank made a bid at NKR77 per share.

Norway's fifth largest bank has been targeted by Sweden's Handelsbanken, which has made an offer of NKR70 per share. Handelsbanken yesterday said it would not raise its bid.

Fokus's own plans for a merger with Norway's Christ

Nordic banks



Source: Reuters/FT

tania Bank and state-run Postbanken, collapsed this week in disagreement about how much to pay the post office, Postbanken's partner, for the use of its services.

In Copenhagen, Den Danske closed up DKR5 to DKR890, while Handelsbanken dropped SKR3.50 or 2.3 per cent to SKR318.50 in Stockholm.

MILAN recovered from opening lows thanks to sharp gains in Telecom Italia, and the Mibtel index rose 113 or 0.5 per cent to 20,504.

Telecom Italia gained L599 or 5 per cent to L12,415. The shares rallied on speculation that the ENI chief executive, Franco Bernabe, could be appointed as the telecom group's chief executive, while a European Union ruling that the licence fees charged by the Italian government were too high also supported sentiment.

CIR, the holding company, rose L20 or 1.4 per cent to L1,485. Carlo De Benedetti, a leading shareholder, commented that the company had plenty of liquidity for interesting investments.

MADRID drifted higher amid light trading, and the general index rose 4.18 or 0.5 per cent to 793.98.

Jitters over corporate results weighed on share prices. Acerinox lost Pta170 or 5.4 per cent to Pta3,010 on poor nine-month results.

Bank of Spain fell Pta35 to Pta2,380 ahead of the post-market earnings announcement, while Telefonica fell Pta20 to Pta6,320 ahead of next week's results.

AMSTERDAM drew back slightly as investors pulled away from stocks they perceived as being vulnerable to an economic downturn. The AEX index fell 13.63 or 1.3 per cent to 1,038.71 on a relatively quiet day of trading.

AKZO Nobel, the specialty chemicals group, fell F12.40 or 3.5 per cent to F166.50.

higher at 2,560.23 and the total value of stock market trades was FF12.2bn, in line with the daily average for October.

Oil companies prospered as the US bolstered its forces in the Gulf, where it is preparing for a possible strike against Iraq. Elf Aquitaine rose FF16 or 2.2 per cent to FF1690, while Total finished FF10 or 1.5 per cent higher at FF1623.

Companies connected with the computer industry continued to benefit from Intel's recent optimistic statement about demand for PCs. ST-Microelectronics, the computer chip manufacturer, leapt FF41 or 11.8 per cent to FF1387, while Cap Gemini, the software group, closed up FF35 or 4.1 per cent at FF885.

France Telecom again performed strongly in the run-up to its share placement later this month. The stock rose FF13.80 or 5.2 per cent to FF339.70.

However, traders said the Gulf troop build-up had discouraged some investors from entering the market. The index had also been held back by speculation that the US Federal Reserve's open market committee meeting on Tuesday might yield a decision not to cut interest rates.

PARIS finished marginally higher as volumes picked up slightly. The CAC-40 index ended 15.48 or 0.4 per cent

apparently on worries about the cyclical nature of its earnings growth.

VNU, the consumer and business publisher, shed F15.50 or 8 per cent to finish on F163.50, reflecting a belief in an imminent fall in demand for advertising, which accounts for about F11.5bn of sales.

Aegon, the insurance company, slipped F1.5 or 0.8 per cent to F183 amid concerns that its third-quarter results, announced today, might fail to meet analysts' expectations.

One analyst said the market was pausing after rallying from the lows of last month. The index has risen 25 per cent since it closed at 827.57 on October 8.

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Tokyo package fails to impress

ASIA PACIFIC

Disappointment at the government's latest proposals to stimulate the ailing Japanese economy sent TOKYO stocks tumbling, writes Gillian Trill.

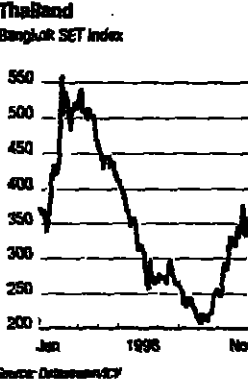
The Nikkei 225 average fell 352.96 or 2.5 per cent to close at the day's low of 14,075.06, more than wiping away Wednesday's rise. At its best, the index stood at 14,418.08.

The Nikkei 300 closed 3.55 or 1.6 per cent lower at 215.84. The Toxix index of all stocks closed down 15.19 or 1.4 per cent at 1,082.93. In Osaka the near-term December Nikkei index futures contract dropped 360 to close at 14,120.

The market decline partly reflected the release of the ruling Liberal Democratic party's draft Y18,000bn stimulus package. Before the release, some traders had hoped the package would contain new tax cuts.

In the event there were no significantly new elements, and economists expressed scepticism over whether it would have any lasting impact on the economy.

Some blue chips also suffered sell-offs due to rising concern about the recent weakness of corporate results. Hitachi lost Y16 to close at Y661 and Honda



Source: Reuters/FT

Motors lost Y280 to Y4,030. After the markets closed Honda posted a 9.4 per cent rise in parent profits in the first half of fiscal 1998.

Bank shares also suffered from profit-taking after recent rallies: Fuji lost Y27 to close at Y515, Yasuda Trust Y9 to Y140 and volume leader Sakura Y2 to Y348.

Volume on the Tokyo Stock Exchange was an estimated 404m, slightly higher than Wednesday's level. Falls outnumbered gains by 778 issues to 361, while 129 were unchanged.

BANGKOK was hit by concerns over the financial health of banks and the country's biggest oil refiner, and the SET index fell 15.32 or 4.3 per cent to 340.94.

A warning by Fitch IBCA,

the credit-rating agency, that most Thai banks fell short of provision requirements, depressed sentiment, while a six-month debt moratorium by Thai Oil hit investor confidence.

Banks tumbled 8.6 per cent, finance stocks lost 5.9 per cent and the property sector fell 5.7 per cent.

SINGAPORE followed other regional markets down in spite of National Wage Council proposals to cut pay. The Straits Times index ended down 22.63 or 3.2 per cent at 1,197.19. More than 300m shares were traded, compared with fewer than 50m on Wednesday. The fall reflected an overnight drop on Wall Street and the weakness of the Singapore dollar.

The NWC's call for a cut in wages of between 5 and 8 per cent and a reduction in employers' pension contributions had been expected.

KUALA LUMPUR ran into heavy profit-taking, which sent the composite index down 15.35 or 2.2 per cent to 460.77.

Against the trend of mostly weaker financials, MBI Capital closed 2 cents higher at 91 cents on news it was in talks with Taiwan's Fubon group for the possible sale of a stake in the Malaysian company's MBI Finance unit.

HONG KONG began firm

but swiftly shifted into reverse as investors cashed in profits, eyeing a weaker Japanese yen and soft regional markets.

The Hang Seng index finished 139.14 or 1.9 per cent lower at 9,945.18 in turnover that eased to HK\$38.2bn.

Index heavyweight HSBC Holdings led the market lower with a HK\$2.50 decline to HK\$179.

China plays slipped lower in tandem with the rest of the market but outperformed blue chips.

The red-chip China Affiliated Corporations Index eased 1 per cent while H shares lost 0.7 per cent on continuing concerns about additional share placements after last week's round of placements by red chips.

First Pacific firmed 35 cents to HK\$3.90 after the company said it was in talks to buy a stake in Philippine Long Distance Telephone.

SYDNEY closed marginally lower as investors took profits. The All Ordinaries index fell by 12.4 or 0.5 per cent to 2,708.30.

Some shareholders in News Corp, the media company, decided to cash in gains made on Wednesday after the initial public offering in New York of the company's Fox Entertainment Group. News Corp ended down 5 cents at A\$11.25.

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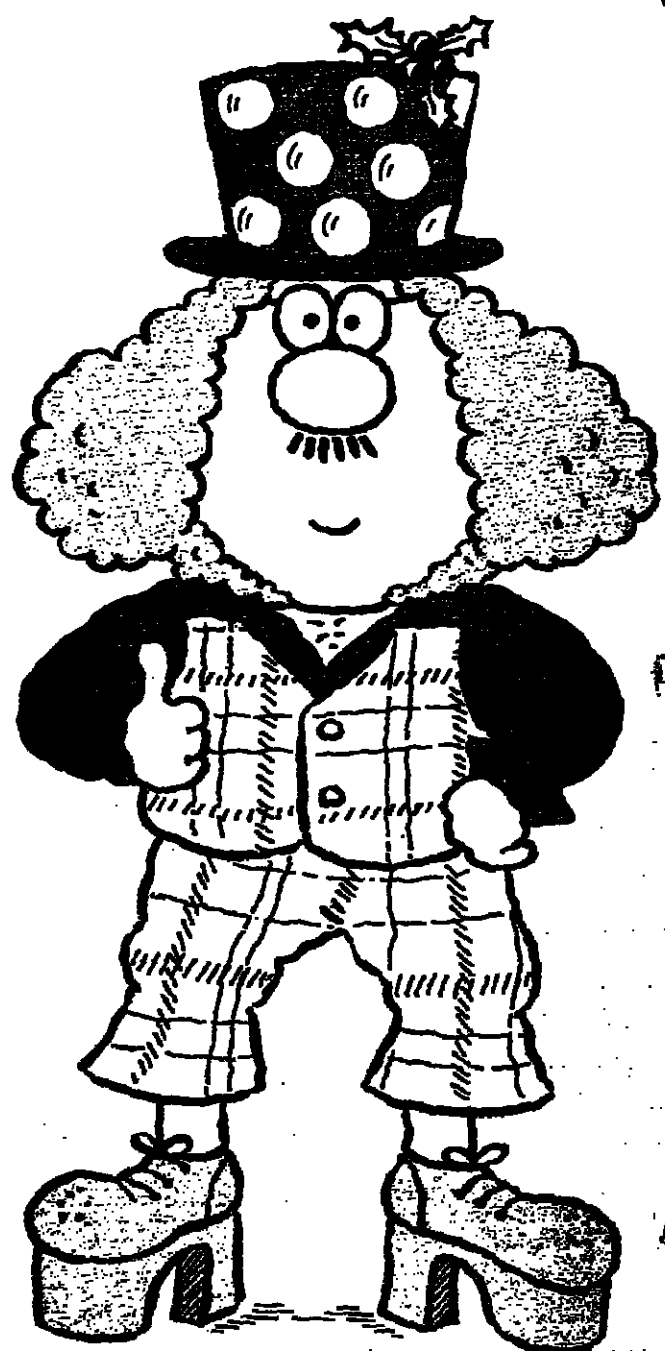
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RECRUITMENT



RICHARD DONKIN

Wanted: Superman

A new report suggests tomorrow's CEOs will need to be even more brilliant

Few research projects are guaranteed to make a business school academic happier than one that tries to tease out those qualities most desired among chief executives.

These lists of leadership traits have been trotted out with some regularity in the past few years and there can be few executives who cannot count the qualities they are supposed to possess on their fingers, usually ensuring that words such as "vision" are included in the first three or four.

It was not surprising, therefore, to find the "V" word high up in a new list compiled by London Business School for the Association of Executive Search Consultants. The research looked at chief executives and chief operating officers in 212 companies in 15 European countries to discover whether the characteristics of European chief executives and companies were changing.

The Euro-executive, it seems, will need to be more brilliant than ever in future.

Asked to identify their most important traits, the current bosses listed managing change, vision, adaptability in new situations and achieving targets.

When asked to list the qualities needed in their successors the list grew even bigger, with twice as many traits listed as "extremely important" including international strategic

The findings focus on the needs of the company, not of the individual

awareness, ability to motivate cross-border teams, sensitivity in different cultures and international experience. Short of wearing their underpants outside their trousers, there seems little that is not expected of these individuals.

Yet something was missing. Some of the headhunters at a meeting of the AESC seminar in

London to discuss the results seemed surprised that entrepreneurship was valued less in successors than in the existing executives.

Why should there be surprise at such findings? Few of the people recruited or promoted to run European companies can be classed as entrepreneurs.

Entrepreneurs often arouse suspicion among potential investors because their ideas tend not to be tried and tested and because their ambitious demand financial risk.

But there is another reason why such qualities might not be admired by chief executives in their successors. People who have built companies are hardly likely to want to the idea that their successor might have alternative plans. Who wants to see their life's work dismantled and rearranged by someone with new ideas?

How many former chief executives, I wonder, look back with some sourness and frustration at the way their company - their legacy - has been changed, particularly if the verdict of the successor is that previous policies were

ill-conceived. No wonder some company heads are loath to let go of the reins.

Headhunters do not like to admit this - at least not within the earshot of clients - but the people they place in companies are only human like the rest of us. This kind of research tends to portray big company executives as almost superhuman and the executives seem to lap it up. The more I see of it the more I think that headhunters have much in common with the tailor of the emperor's new clothes.

Another problem with the findings is that they tend to be focused on the needs of the company rather than the needs of the individuals. The best chief executives, says the study, are internationally mobile. It complains that there are too few of these people. Could this be because chief executives want a life like the rest of us?

What is the joy of jetting around the world if you want to rear a family? Such questions, sadly, are treated with disdain in many companies. If you aren't prepared to walk over broken glass for the job then you can't be worth it.

Such attitudes seemed to prevail in the army when soldiers were not encouraged to question orders. Anyone who has been moved to consider the lessons of the first world war on the 80th anniversary of the armistice might believe that there could be no repetition of the leadership behaviour that

valued territorial gain more than life.

If, however, we accept that the great war generals were not inhuman, but men who were focused on a single aim - to win the war - we can see how a goal, be it corporate or military, can dominate leadership thinking to the exclusion of concerns for the welfare of the individual.

Daniel Goleman reminds us in his latest book, *Working With Emotional Intelligence*, of the draconian cost-cutting by Ronald Allen, the chief executive of Delta Air Lines who was fired last year.

Did Mr Allen display open-mindedness or sensitivity to different cultures when he cut 12,000 jobs, a third of the Delta workforce? Apparently not. Admitting the devastating effects of the cost-cutting, the callousness of his comment "So be it" smacked of some propinquity of a Roman emperor on the defeat of his gladiator. Employees defiantly wore badges bearing his words.

Sometimes we need reminding that there can be a gulf between lists of expectations and reality. Fortunately the LBS research did provide some areas of light relief at the expense, as usual, of UK chief executives.

Not for the first time British bosses found themselves being criticised for their lack of language skills. This time, however, they really excelled themselves. Asked how

many European languages they could speak, several said "none".

"In all honesty they just didn't think of English as European," says Maury Peiperl, an assistant professor at LBS and co-author of the study who explains the response as a "poignant reflection of non-integration".

The British chief executives spoke an average of one and a half languages compared to the Swiss, the most multilingual of the sample, who could speak at least three languages. So where are all those dynamic Swiss bosses of multinationals?

The report did not specify the languages spoken by UK executives but the half language probably refers to their growing proficiency in American-style management jargon where nouns become verbs. A stands for amortise, Z stands for zero-sum game and V can have only one meaning.

As if UK executives were not feeling challenged enough the report has been priced in euros, which is jumping the gun somewhat. When I called the AESC office in Brussels and asked how much this was in sterling they didn't know. "Send us a fax," they said.

**Chief Executives in the New Europe: Challenges, Shortages, and an Agenda for Change, £199, tel 00 32 2 774 9612. AESC web site: www.aesc.org*

richard.donkin@ft.com



WORKING BRIEFS

More UK companies outsource personnel

The extent to which UK companies are contracting out personnel functions such as training, payroll and recruitment is revealed in a survey by MCG Consulting Group, that looks at the human resource outsourcing policies of 143 businesses, each employing more than 150 people.

Personnel looks after recruitment in just 43 per cent of the companies, with 38 per cent expecting it to be undertaken by line management, and 19 per cent having outsourced it completely.

More than half the companies have outsourced their company car provision and 42 per cent have their payroll looked after by contractors. Personnel administered payroll in 39 per cent of the sample, the rest left it to the line.

Training is also a minority function for personnel departments. Some 41 companies leave it to personnel, 29 per cent say it is a line job and 30 per cent use outside providers.

"Companies are reluctant to build up their training teams only to see them

dumped during a recession," says Derek Burn, a partner at MCG.

The report, which costs £495, is designed to help companies identify and compare the costs and added value of inhouse personnel management with that provided by outside specialists.

Derek Burn 0171 242 3665

US job cuts

Some ideas of the transformational changes that are occurring in the US workforce are emerging in regular updates from Challenger Gray & Christmas, the outplacement business which tracks the rate of job-cutting in the US.

After just 10 months, the number of job cuts have exceeded those made in every year of the decade except 1991 and 1993. With 522,987 job cuts recorded to the end of October - including more than 91,000 in that month alone - the number of job losses in 1998 may end up exceeding the 1993 high of 615,000.

Lower job growth, falling consumer confidence, economic problems in Asia and Latin America and merger mania are all blamed for the increasing fall-out.

John Challenger 001 312 332 5790

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- Willingness to travel extensively within the region.
- Fluency in either Spanish or German is preferred for the senior position.

Candidates must have between one to four years' experience including specific exposure to securitisation and/or conduit transactions. Advanced financial modelling would be deemed preferable as the positions will suit ambitious young capital markets professionals who wish to develop high value financings.

Uniquely positioned, this institution provides a platform for this activity and the structure of the existing team will create opportunities for future career development.

Devonshire executive

TREMA

Trema provides strategic technology solutions to the financial industry. Trema's flagship product, Finance KIT, is a fully integrated treasury and asset management system. Trema has several Finance KIT product lines, used by the key players in the financial markets, namely banks, corporate treasuries, investment management firms and central banks in Europe, the Middle East, Africa, Asia and North America. Trema's clients include ABB, Aegon, Anglo American Corporation, British Aerospace, Electrolux, Ericsson, European Central Bank, CIBA Specialty Chemicals, Hoechst, Johnson Controls, South African Reserve Bank, Unilever and Volvo. Founded in 1992, Trema has an international staff of over 170 and has offices in Helsinki, Johannesburg, Sophia Antipolis, Stockholm and Zurich.

In just a couple of years, Trema has become the benchmark provider in Europe of strategic solutions to the financial industry. Currently, we are experiencing a considerable increase in demand for our solutions, especially in the USA, the emerging markets and Asia. To meet this demand and to establish a prominent position in these markets, we are now transforming Trema into a global organization. Fundamental to this is the creation of an Executive board, responsible for building a worldwide structure for Trema in the next millennium. For this team we are now seeking an

Executive Director Worldwide Sales

As a member of Trema's Executive Board you have the overall responsibility for the Group's sales. Reporting directly to the CEO, you are in charge of building the global sales team as well as setting up the structure of regional Trema sales organizations, e.g. in the USA. In addition to supervising the direct sales force, you are responsible for establishing alternative distribution channels in co-operation with local partners in selected regions.

Qualified candidates will have both an academic degree and extensive experience in high-level sales/marketing of IT solutions in an international environment. Experience in the financial industry is regarded as an asset. Excellent interpersonal skills and a willingness to travel are essential. Initially, you will be based in one of our European offices, but relocation at a future date may be necessary.

An entrepreneurial spirit and a proven track record in building result-oriented teams are essential. You will work in close co-operation with other members of the Executive board to build the Trema organization of the next millennium.

We Offer

An excellent opportunity to work in the frontline of technology and financial markets, demanding international assignments, and a bonus-based compensation package reflecting the skills and experience of the successful candidate.

How to Apply

Either send a short informal resumé by e-mail to: recruitment@trema.com or post your application to the address below. The deadline for applications is 30 November, 1998.

Trema Group

Ms. Mervi Humppl
1300 Route des Crêtes, Parc de Sophia-Antipolis
F-06560 Valbonne FRANCE
For more information, please contact
Ms. Mervi Humppl Tel. +33-4-9238 8100
(09:00-18:00 CET, 16 November and 23 November only)
or visit our website at <http://www.trema.com>

Chief Executive Officer

Asset Management

Our client is the investment advisory and asset management arm of one of the world's largest banking and financial services organizations. Operating globally, the Group provides a wide range of investment services to institutional, retail and private investors and manages US \$100bn. As a result of our client's continuous growth and development, this exciting role has arisen and created the need to recruit the Chief Executive Officer for the Australian operation. Your objectives will be to:

Melbourne

- Develop and implement the Group's strategic direction locally
- Ensure disciplined and effective operations and technology performance
- Strengthen the strategic partnership with other Group companies further
- Ensure the financial integrity of the region within the context of Group policy

You will be an inspirational manager with 5-8 years' experience in a similar role in the Financial Services sector. A prior experience of the Australian market would be desirable.

Your presence and interpersonal skills will give you instant credibility and will allow you to make a significant contribution to the group's overall success. You will benefit from a stimulating environment in which personal contribution is highly valued and rewarded by excellent opportunities for further career progression.

Highly attractive remuneration package

Interested candidates should write with full CV, quoting current rewards package to Petra Rickmeyer, Financial Services & City Practice, Hoggett Bowers, 28 Essex Street, London WC2R 3AT, Tel: 0171 970 9600, Fax: 0171 353 6924, quoting ref: LPR/20222/FT.

Hoggett
Bowers

Executive Search
and Selection



Part of the PSD Group

Product Manager, Group Investment Services

Leading International Private Bank
Newly created role with global remit
London

Competitive Package

Our client is the international private banking arm of a major European financial services group. With a substantial office network around the globe, the bank offers a broad spectrum of services and advice in respect of personal wealth management. Its success is founded on a first rate reputation for service and independent professional advice of the highest quality.

Following a comprehensive strategic review of the investment function, innovative new structures, products and processes have been established to deliver consistently superior investment performance to clients. A Product Management Group has been set up which proactively identifies and assesses third party investment products, and the appointee will have particular responsibility for mutual funds across all asset classes on a global basis. He/she will work closely with client relationship managers internally, whilst developing commercial relationships and negotiating with external investment managers. Keeping abreast of developments within the market place will also be key.

Candidates must have a good understanding of mutual funds across a broad range of asset classes. They will have several years' relevant experience gained in a performance measurement consultancy, an international private bank, an IFA or other private client investment organisation. Familiarity with Microcap and other external data sources would be advantageous. Candidates will have well developed communication skills, enthusiasm, initiative and strong analytical skills. An enquiring mind and a team oriented style will also be essential.

This is a unique opportunity to make a significant contribution within a leading international private bank which offers excellent career opportunities.

Please send a full CV in confidence to GKR at the address below, quoting reference number 981051, on both letter and envelope, and including details of current remuneration.



Queensberry House, 3 Old Burlington Street,
London W1X 1LA
Tel: 0171 534 0078, Fax: 0171 534 0001
E-mail: london@gkrgroup.com

Private Client Portfolio Manager City

To apply, please send your full CV, stating salary and quoting reference number FS200533FT to:

Norman Broadbent
Financial Services Practice
21-26 Gerkick Hill
London EC4V 2BX
Tel: 0171 379 1070
Fax: 0171 489 0698
Email: fs200533@nbi.co.uk



Cazenove Fund Management is a wholly owned subsidiary of Cazenove & Co and manages over £10bn on behalf of pension funds, charities and private clients. As a result of the continued growth and development of its fund management business, the firm now seeks to recruit a talented portfolio manager to join the private client department.

Working as part of a highly professional team dealing directly with private clients, the successful candidate will develop and manage client portfolios on a discretionary basis. Providing a broad range of investment services to clients, he or she will also be involved in the investment process and marketing whilst building strong client relationships and ensuring a consistently high level of service.

Ideal candidates will be professionally qualified private client portfolio managers of graduate calibre with several years' experience of managing client funds. Preferably from a stockbroking, private banking or fund management background, candidates will be self-motivated team players with excellent interpersonal and presentation skills and the stature and presence to win the confidence of high net worth clients.

M&A Executives and Managers £40 - 100,000 + Bonus

Our client, a league-table-topping European house is looking to strengthen its position further after a highly successful year in Corporate Finance. It operates a genuinely meritocratic structure and is well placed to resist market rumblings of disquiet.

It is seeking outstanding candidates who must possess the following:

- An established record of M&A from a quality investment bank
- A superb educational background (a professional qualification ACA/LLB/MBA advantageous)

This role will add value to your CV with branding, and add transactions to your deal list.

Contact Amanda Lote.

Corporate Finance - TMT/FIG £35 - 100,000 + Bonus

This rapidly expanding investment house, with a global presence, seeks experienced corporate financiers at both junior and senior levels.

To be considered for this demanding role, you must have:

- At least 18 months M&A experience from an investment bank
- A proven track record of successful transactions
- Outstanding academics

This role offers unprecedented exposure to all stages of numerous deals, and excellent rewards, both financial and in terms of career development and progression.

Contact Kathryn Thornton.

16 - 18 New Bridge Street, London EC4V 6HU
Tel: 0171 583 0073 Fax: 0171 353 3908

Risk Analysis - Credit and Market £28 - 50,000 + Bonus

In both of these positions there is the chance to work for a top tier investment bank in the dynamic and challenging area of risk. Our client requires:

- A minimum 2.1 or above from a top university in maths/economics or other numerate degree
- Over 1 years direct experience in either credit or market risk within banking
- Knowledge of vanilla products, exotic products desirable, and up-to-date methodologies

To join a genuinely forward thinking, market-leading group call today.

Contact Lee Humphrey.

Equity/Credit Derivative Quants £50 - 100,000 + Bonus

Our clients, two major European houses are currently moving from strength to strength in today's volatile market place. As such they are enjoying healthy and rapid expansion in the above areas and need excellent, bonus-focused candidates who are motivated to better themselves, and the organisation they are in.

To qualify, you will need the following:

- PhD: Maths/Physics/Stats
- 1-2 years experience as a Front Office quant
- Excellent self sufficient IT skills, ie. C, C++

Do not hesitate, these are exciting, well rewarded positions that will be filled soon!

Contact Alex Babic.

BADENOCH & CLARK
recruitment specialists

Bank Julius Bär (Deutschland) AG is an investment bank specialised in brokerage for national and international institutions. We are looking for a highly motivated individual who would like to participate in a Pan-European sales team as a



Sales Person for German Equities to U.K. Institutions

Preferred candidates possess previous experience in German equity sales to U.K. accounts, however a background in European equities is welcome. Also important are analytical capabilities coupled with research skills. Interested candidates should be fluent in English and German and work well within a team.

We can offer interaction with a highly motivated team, a competitive compensation package and an attractive and challenging job based in either Frankfurt or London.

Please send your resumé to: Bank Julius Bär (Deutschland) AG, attn. Human Resources, P.O. Box 15 01 52, D-60061 Frankfurt am Main, Germany. For further details please call Tel. +49/69-7 56 96-2 05. All correspondence will be treated in strictest confidence.

Julius Bär

Six figure compensation
expatriate package

Major Bank

Arabian Gulf

Treasurer

Influential managerial role for an experienced treasurer to join this well-established international financial institution. The bank is highly profitable, well-capitalised, conservatively managed and maintains a comprehensive branch network in its local market where it enjoys a premier position. This is an outstanding opportunity to play a key role in the expansion of the bank's commercial and retail banking activities.

THE ROLE

- Oversee the bank's treasury operations which are customer-driven rather than proprietary.
- Oversee management of substantial securities investment portfolio.
- Manage a staff of trading specialists (money, FX, bonds) with margin trading playing an important role.

THE QUALIFICATIONS

- Fluent in English and a leader with unquestionable integrity.
- Solid background in treasury with several years' experience at major financial institutions.
- International orientation, sensitivity to multicultural environment, affinity to Gulf Region a distinct advantage.

Tel: 0171 298 3333
Fax: 0171 298 3388

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref. 28709-1,
18 Connaught Place,
London W2 2ED

Credit and Risk Manager - German markets

Based West London

Substantial Salary Plus Benefits & Relocation Assistance

GE Capital is one of the world's largest and most successful financial services companies - a truly dynamic organisation within General Electric's \$90.8 billion global enterprise.

European Equipment Finance (EEF) is one of GE Capital's highly profitable, niche businesses. Our mission is to provide finance and lease facilities to businesses throughout Europe requiring assets ranging from office equipment to corporate aircraft and we have doubled in size in the last year by organic and acquisitive growth in key markets. We are now looking to recruit a talented Credit and Risk Manager to play a pivotal role in the organisation.

Part of the European corporate team based at our Headquarters in West London, you will report to the Senior Credit Director. This is a highly autonomous role in which you will underwrite European transactions, primarily submitted from our German business. You will provide active support to the country's Credit and Risk Management teams, educating and coaching them in order to enhance existing skills and knowledge. In addition, you will work directly with our "Special Markets Group" underwriting and advising on the structure of large, complex asset based transactions.



An equal opportunity employer

Fluent in German and English, you will need at least seven years' credit and risk management experience gained in international corporate banking or leasing, ideally with extensive knowledge of the German commercial market. You should be expert in the analysis and interpretation of financial information and be able to apply this expertise to the wider issues connected with such complex transactions. To succeed you will need a flexible approach together with an international mindset and excellent communication skills. You should be capable of remaining productive under pressure in a constantly evolving environment where credibility is critical to your success.

This is an exciting and challenging opportunity where you will find enormous scope to progress your career within a truly global organisation. To apply please write in English (indicating your current salary) to Ruth Almond or Sandra Bohle at CSA Management Consultants, Century House, Priestley Road, Basingstoke, Hants RG24 9RA, England. Tel: (+44) 1256 818811. Alternatively, fax them on (+44) 1256 356694 or via E-mail at sandra.bohle@csa.co.uk

GE Capital
European Equipment Finance

*Trademark of General Electric Company, U.S.A., which is not connected with the English company of a similar name.

CLIENT MANAGEMENT, EQUITY AND INVESTMENT BANKING

WestLB Panmure is the Equity/Investment Banking arm of Westdeutsche Landesbank Girozentrale (WestLB) Group, a leading European banking institution and one of the largest in Germany with some DM600 billion of group assets and current ratings of Moody's Aa1, Standard & Poors AA+ and IBCA AAA.

We are seeking to recruit a Director of Equity Client Management, reporting to the Global Head of Equity Sales, to be responsible for account management support, marketing coordination and information management.

The role will involve the coordination of global equity marketing activities, encompassing delivery of equity services and products. The candidate will also be responsible for the generation of market intelligence and client information and ensuring data flow into the global client management system and dissemination to product functions and equity management.

Candidates must have a proven track record in global equity sales distribution. They should also be fluent in English, German and at least one other European language.

Competitive packages including bonus and full benefits are available for the successful candidate.

Please send CV with salary details to:
Diane Tissera, Personnel Manager,
WestLB Panmure,
New Broad Street House,
35 New Broad Street,
London EC2M 1SQ

WestLB Panmure

Emerging Markets Equity Fund Manager

Based in Hong Kong Special Administrative Region (SAR). Competitive Package.

HSBC Asset Management is the global investment advisory and fund management business of the HSBC Group, one of the world's largest banking and financial services organisations.

Reporting directly to the Chief Investment Officer, Asia-Pacific, you will play an integral role in the asset allocation and stock selection process with the objective of improving performance as well as successfully formulating and implementing sound investment policies. You will support business development and marketing activities working closely with other investment professionals to ensure the growth of new business. Candidates will be experienced equity fund managers with ideally 3-5 years' Asian markets experience and 7-8 years in the fund management industry. You will be motivated by change and will be currently based in, or have a desire to relocate to, Hong Kong SAR. You will be highly analytical and take a professional approach to managing portfolios, processes and people, thriving on working in a team environment that demands excellent interpersonal and communication skills. With a performance driven approach, you will be committed to developing yourself and our business.

Interested candidates should write with full CV, quoting your current remuneration package, to Susie Babani, Human Resources, 6 Bevis Marks, London EC3A 7DP, fax +44 171 336 5775 or e-mail: recruitment@hsbam.com.

HSBC Asset Management

Member HSBC Group

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Claudio Vique, Arthur Andersen & Co

The Securities Institute Regional Award

Chiv Stephens, Lloyds, Glasgow

The ISMA Centre Bond and Fixed Interest Markets Award

Nicholas Hilder, Barclays, Dublin

The LIBA Corporate Finance Award

Venkataram Balakrishnan, PwC, Switzerland

The UK Finance Award for Excellence

Chiv Stephens, Lloyds, Glasgow

The IFMA Fund Management Award

Daniel Roberts, Chartered Bank

The Irish Association of Investment Managers Fund Management Award

North Bristol, Citicorp, Dublin

The Lloyds Bank Securities Services International Operations Management Award

Philip Bryan, HSBC, London

The Investment Committee Interpretation of Financial Instruments Award

Orlando Jones, Citicorp, Dublin

The Reuters Investment Analysis Award

David Brundish, Citicorp, Dublin

The IFMA Operations Management Award

Stuart Brown, Citicorp, Dublin

The APACIS Private Client Investment Advice and Management Award

Chiv Stephens, Lloyds, Glasgow

The SA Securities Services Award

Thomson Reuters, London

The Securities Institute Investment Advice Certificate Award

James Pratt, Citicorp, Dublin

INVESTMENT ADMINISTRATION QUALITY AWARD

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The IAP Award for Excellence

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First Plus

Neil Cooper, Henry Cole, London

Philipa Green, Capital One, New York

Carl Cross, BNP, London

Alexander Davies, Investment Bank Ltd

Julian Davies, Citicorp, London

Andrew Dawson, Barclays, London

Sean Daykin, Norwich Union, London

Ash Dunning, Barclays, London

Dani Durrant, Barclays, London

Caroline Eason, N M Rothschild & Sons Ltd

Chris Egan, Citicorp, London

James Egan, APAC, London

Mark Fackler, Citicorp, London

Kathryn Field, Citicorp, London

Andrew Fisher, Citicorp, London

Gordon Foster, Citicorp, London

Jeffrey Fox, Citicorp, London

James Garter

Sarah Giddings, Citicorp, London

Alexander Gordon, Citicorp, London

Margaret Green, Citicorp, London

Christopher Gulliver, Citicorp, London

John Haggan, Citicorp, London

Nicholas Hall, Citicorp, London

Anthony Harb, Citicorp, London

Robert Harb, Citicorp, London

David Harb, Citicorp, London

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Suzanne Taylor, Citicorp, London

Paul Tingley, Barclays, London

Stephen Todd, Citicorp, London

Andrew Tordoff, Citicorp, London

Charles Tupper, Citicorp, London

John Varley, Citicorp, London

Paul Varley, Citicorp, London

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Sales Directors, Relationship Managers and Service Officers for Off-shore Financial Services.

London, Geneva, Lugano.

Our client, a division of one of the world's leading financial services companies, provides a full range of off-shore investment solutions to medium to high net worth individuals from primarily Europe, Middle East and Africa. Due to expansion, several new opportunities have arisen for Sales Directors, Relationship Managers and Service Officers.

Relationship Managers

London, Geneva, Lugano
Up to £50,000/\$fr150,000 + bonus

Supported by a Service Officer, you will be given a portfolio of clients which you will be expected to grow significantly. You will have a minimum of five years' investment sales experience with a proven track record as a client advisor in one of the following market places: Middle East, Greece, Spain, Germany, France, UK and Latin America. Fluency in English and the appropriate language of the market place is essential.

Sales Directors

London and Geneva
Six figure package

You will be responsible for devising and implementing a sales strategy to achieve significant sales growth for an off-shore centre through a team of Relationship Managers. In addition to 10 years of investment sales experience gained in a world-class consumer financial services organisation, you will have a proven track record in sales leadership, excellent interpersonal skills and a strong sales and customer service orientation.

Service Officers

London, Geneva, Lugano
Up to £30,000/\$fr95,000 + bonus

Reporting to a Relationship Manager, you will be providing the full range of service and support to medium to high net worth individuals from Europe, Middle East and Africa. Fluency in English and either a European language or Arabic, together with excellent interpersonal skills and a strong customer service orientation is essential.

To apply, please send your CV with current salary details, stating preferred location and the position you are applying for, to: Melanie Smith, PRL, 29 Ludgate Hill, London EC4M 7NH. Fax 0171 919 9294.

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telephone:

Karl Loynton on

+44 171 873 3694

Nyenburgh Beheer B.V.

member of the Amsterdam Exchanges, is a young, independent and growing Dutch securities broker and asset manager. Our growth is contingent on the thorough and professional research upon which we base our service for our clients.

To help drive this planned growth we are looking for new colleagues in our department

Institutional Sales Europe

to be based at our headoffice located in the heart of Amsterdam. He/she will be responsible for developing sales of Dutch securities in other European countries.

The ideal candidate is probably a native of his/her country of specialisation or at least thoroughly familiar with all the specifics to a degree far beyond merely speaking the language. He/she knows and has worked with the relevant people, understands the culture and etiquette and is able to generate important institutional business.

We offer a team-spirited working environment in which employees, most of whom are becoming shareholders, know that they are working towards a common goal.

Please direct your inquiries in complete confidence to Mrs. Ineke Sjollem, +31 20 607 5000, e-mail sjollem@nyenburgh.nl or by mail to Nyenburgh Beheer B.V., Stadhouderskade 14 F-G, NL-1054 ES Amsterdam.

COMPANY NAMES ARE THOSE SPONSORING THE STUDENT FOR THE FINAL PAPER

سكول من المال



ICE SECURITIES LIMITED

Equity Sales - Turkey

A securities house specialising in Central and Eastern European markets is looking for an equity sales person to increase its market presence in Turkey.

The successful candidate will have at least two years' sales experience of emerging market product sales with a reputable investment house, a proven sales record, and be SFA or equivalent registered. All candidates must possess excellent spoken and written English, and knowledge of any European languages would be an advantage.

Corporate Finance Emerging Europe

The group is looking for an individual to augment the current Corporate Finance team.

The successful candidate will have at least two years' experience of the emerging market IPO/M&A/private placement product areas with a reputable investment house, a proven expertise, and be SFA or equivalent registered. All candidates must possess excellent spoken and written English, and knowledge of any European languages is essential.

Both positions are based in London and offer the opportunity of working in an exciting environment as part of a rapidly growing group of companies with offices in London, the USA, Switzerland and Turkey.

To apply, please write in complete confidence enclosing a detailed curriculum vitae to the address below. Agencies need not apply.

ICE Securities Limited
20 Abchurch Lane, London EC4N 7BB, UK

Vice President - Sales (South East Asia)

London Based

BankBoston

BankBoston Global FX is currently engaged on a dynamic programme of growth in its domestic and international operations. That is why we are currently looking to appoint someone with the experience, initiative and ambition to play a valuable part in our developing strategies.

The successful candidate will possess the following skills/knowledge:

At least 4 years' relevant industry experience with a recognised institution possessing a proven track record and portfolio of existing contacts in the S.E.A. FX markets. Fluency in Mandarin/Cantonese will be essential. A high level of English communication skills, both verbal and written will also be required.

In this challenging role you will be expected to liaise with the global branch network and clients providing unique global solutions. You must be able to establish and maintain both existing and prospective client relationships offering thorough knowledge of regional and/or local markets.

A prerequisite for this position is strong computer and mathematical skills and ideally a university degree.

An attractive salary package is offered with full banking benefits. Interested candidates should write with a CV indicating their current remuneration and a daytime telephone number to: Jennie Thom-Davis, Director-Human Resources, BankBoston, 39 Victoria Street, London. SW1H 0ED.

Gollyhott Trading

A number of exceptional opportunities have arisen to join a small dynamic commodity trading house. Candidates should be highly motivated team players with strong analytical and communication skills backed by outstanding academic and personal records. For all positions, applicants must have a Masters degree or post-graduate qualification.

The candidates will undertake fundamental research into global currency/bond markets and commodity markets (softs/metals/energies). As well as having strong quantitative and economic skills, including knowledge of econometric and statistical packages, the individuals must be well-read and have a genuine interest in macro-economics, world affairs and financial markets. They should be able to handle and disseminate information, study complex issues and come out with clear proposals for traders. In addition, they will develop and maintain trading systems and economic models.

Positions are also open for individuals to work on the trading desk. One of these will have a strong computer-science background, be proficient in at least one programming language and help develop trading ideas and systems. The ideal candidates will have a sound knowledge of economics and finance, and have the desire to apply their knowledge to the futures and options market. Personality and character is as important as the degree studied with applicants thriving in a competitive and dynamic environment.

The positions carry a competitive salary and a performance-related bonus. Interested applicants should send their CV to: Stephen Morris at Gollyhott Trading Limited, 243 Knightsbridge, London SW7 1DN. Fax to 0171 225 1331 or by E-Mail to: smorris@gollyhott.co.uk

**TOUCHDOWN AT SCHIPHOL
EATON'S NEW EUROPEAN HQ**

WANTS YOU

Exciting career opportunities open up when EATON establishes its new European Headquarters at the Gateway to Europe, Amsterdam. If you are a professional in the area of Finance you are now challenged to contribute to our corporate growth goal. A goal as ambitious as feasible!

Internal Auditor

The primary responsibility of this role is to ensure that operating units are performing efficiently and in accordance with Eaton guidelines. To achieve this you will review processes and recommend improvements whilst ensuring that they are implemented and adhered to. You will also be involved in a variety of ad hoc projects. To succeed in this role, you will have at least 3 years' experience in internal or external auditing within a multinational, blue chip environment. You will also possess a real desire to add value to the business and the ability to take full advantage of the challenges this international opportunity has to offer. This role involves an element of worldwide travel.

Financial Analyst

Within this role you will provide statutory and financial management information to support

\$10 billion by 2000

Eaton Corporation is a global manufacturer of highly engineered products that serve industrial, vehicle, construction, consumer and semiconductor markets. Principal products include electrical power distribution and control equipment, truck drivetrain systems, engine components, hydraulic products, ion implanters and a wide variety of controls. Headquartered in Cleveland (Ohio, USA) the company has 40,000 employees and 150 manufacturing sites in 25 countries around the world. Sales for 1997 were \$7.6 billion.

Eaton now aims to become a \$10 billion company by the year 2000. The new European Headquarters at Schiphol will play a vital role in this expansion, supporting operating units in Europe, the Middle East and Africa.

New Roles

Establishing our European Headquarters also means building new teams. As of March 1999 we will be operating out of our new headquarters. The construction work on our premises are well under way and already some of our staff are working out of The Netherlands. Many more are to follow soon. The positions described here, are part of our new business. The positions require a powerful c.v. and excellent control of two or three European languages. The language spoken at Headquarters will be English.

The European Headquarters and operating units throughout the Netherlands. This will include an extensive range of financial responsibilities together with varied ad hoc projects. The successful candidate will have at least 3 years' experience gained within an international financial reporting environment and knowledge of the Dutch accounting system as well as US GAAP.

Information & orientation

Information is also available on the special EATON page of the website of FSS (www.fss.co.uk/eaton). Eaton's consultants in recruitment, search & selection, who will be handling the first contacts.

For more specific information you may contact Richard Morris at FSS in London, phone 00 44 1753 621866. Send your written application - with c.v. - in English to Richard Morris, FSS Group, Paragon House, 102 High Street, Eton, Berkshire SL4 6AF UK.

EATON

**The Peace Technology Fund
Chief Executive Officer**

The Peace Technology Fund (PTF) has been initiated by the Peace Center for Peace, and the International Finance Corporation (IFC) for investments in Palestinian projects that meet the business objectives of the Fund. The first closing took place at US\$60M. The funds were raised from both the Palestinian and Israeli business sectors as well as the IFC.

The Fund will encourage joint ventures between Palestinian companies and International and Israeli companies and will provide a vehicle for investors to take advantage of the growing Palestinian economy at the earliest stage.

The management company of the Fund, comprised of Palestinian & Israeli investment groups, together with the IFC, are seeking a Chief Executive who can successfully manage the Management Company. He/She will report to the Board of Directors of the Management Company.

The ideal candidate will have:

- An advanced degree in Business Administration.
- Over 10 years experience in private sector development.
- Strong management skills with a proven track record of success in private equity investments.
- First Class people management and communication skills.
- Political understanding of the region.

The ideal candidate will be asked to relocate to the region. The office of the Management Company is in Ramallah.

If your background, experience and competencies match the given specifications, please send us your application letter and detailed CV giving full career details including current salary to:

International Capital Advisors (ICA)
POB 1167
Ramallah
Fax: 972-3-2968752
or
Evergreen Management
90 Rothschild Blvd., Tel Aviv 65224
Fax: 972-3-7108210
email: Onceman@evergreen.co.il

Raiffeisen Kapitalanlage GmbH, a wholly-owned subsidiary of the Raiffeisen Banking Group, is seeking a

Fund Manager

to support the Global Fixed Income team.

Raiffeisen KAC is Austria's premier Investment Management Company with its headquarters in Vienna. We are market leader in terms of total volume of funds under management and stand for high product and service quality. Our relations with the institutional investor base are particularly strong.

Your responsibilities will include management of global fixed income funds, development of investment strategies and active participation in the team's asset allocation decisions.

Candidates should have several years experience in global fixed income markets (e.g. as fund manager or fixed income analyst) and be able to work successfully as part of a team. A university degree, preferably in economics, strong analytical skills as well as excellent spoken and written German are required.

We offer attractive conditions of employment and a safe, yet young and dynamic work environment.

Please send your full CV in German with covering letter (stating salary requirement and date of availability) to Mrs. Kellner, Raiffeisen Kapitalanlage GmbH, A-1030 Wien, Am Stadtpark 9.

For more information please call 0043/1/77707-3200.

Raiffeisen
Wertpapierfonds

ACCOUNTANCY APPOINTMENTS

If you excel

Bring your Experience to an Industry World Leader

About Us Siebe is one of Britain's largest electronics and engineering groups, incorporating over 200 companies worldwide and employing 55,000 people. The Group designs and manufactures process automation and building control systems, a broad range of controls for automotive, appliance and residential applications, electronic power controls and engineered factory automation equipment.

The Role Internal Audit assumes a high profile role and we are looking for dynamic, qualified ACA's-or equivalent, to join an expanding Internal Audit team with excellent long term career prospects within the Siebe Group. This exciting role offers extensive international travel. Specific responsibilities include:

- Review procedures, systems and reporting controls against Group standards and policies
- Identification of cost savings and efficiency improvements
- Agreement of action plans with Senior Executives
- Assistance in due diligence projects

The Person Candidates, both UK and overseas based, will need to have 2 years PQE in a manufacturing environment, fluency in a second language, strong analytical and excellent communication skills.

Interested candidates should write with full CV, quoting current rewards package to Karen Wilson, Hoggatt Bowers, 28 Essex Street, London WC2R 3AT, Tel. 0171 970 9600, Fax 0171 936 3974, quoting reference 19454

Internal Audit Executives.
Package. To £ 42K + benefits + Car

SIEBE

**Head of Finance
Automotive**

Excellent Package

Hertfordshire

Superb opportunity for experienced finance professional to join executive team of UK brand leader.

THE COMPANY

- ◆ World-leading Japanese manufacturer of automotive components. Operates worldwide. £1bn turnover.
- ◆ £40m turnover, profitable, autonomous, UK operation. Covers sales and distribution to OEM's and aftermarket. 45% market share. Recent relocation to brand new HQ.
- ◆ Success built on commitment to customer service, innovation and team work. Financial input critical to business performance.

THE POSITION

- ◆ Full responsibility for finance function. Key member of management team. Lead and develop small department. Report to Japanese MD.
- ◆ Ensure that financial accounting meets all statutory, management and external reporting requirements. Manage treasury issues. Evaluate and improve existing systems.

Please send full cv, stating salary, ref TY200744, to NBS, 7 Shaftesbury Court, Chalvey Park, Slough SL1 2ER

Fax 01753 819228 Email nicholasw@nbs-selection.co.uk Tel 01753 819227

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Financial Director

North West to £55,000 + Car + Bonus + Relocation

Our client is a highly regarded customer service business which is currently an autonomous subsidiary of a major UK plc. Their key principles of 'quality of product' and 'quality of customer service' have led to impressive growth over the last five years.

The company is currently undergoing a Management Buy Out and this is an ideal opportunity for a dynamic Financial Director to help the management team upon completion to build the business further over the coming years. The Financial Director will play a key role in the following areas:

- ◆ Strategic development.
- ◆ Improving performance measurement.
- ◆ Improving operational performance, profitability and cash flow.
- ◆ Consumer debt finance.
- ◆ Liaison with financiers.

They will work closely with the Sales and

Marketing and Operations Directors on continuing the company's desire to be the UK's most profitable business in the sector.

They require a dynamic qualified finance professional with at least four years post qualification experience. Ideally the successful candidate will have had experience in a customer facing business within either the service or manufacturing industry. They must be able to demonstrate the ability to manage change and think laterally making a full proactive contribution to board decisions. Good staff management and communication skills will be essential and a strength of character will be important to drive the business forward with the MBO team.

Interested candidates should send their CV and salary details to David Gunning ACA, Regional Manager at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ. Alternatively, fax a copy to 0161 236 8059 quoting reference number 467001 or e-mail: davidgunning@michaelpage.com

Michael Page

FINANCE

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Director of UK Business Services

North West c £50,000 + Car + Bonus + Relocation

Our client is a major multinational manufacturer, supplying a range of advanced technology, engineering and chemical products. It is continually at the leading edge of worldwide manufacturing initiatives and is growing both organically and by acquisition.

An experienced finance professional is required to head up the shared business services function for the multi-site UK operations with a turnover exceeding £400 million.

The key responsibilities will be:

- ◆ Management of a department of 20 staff.
- ◆ Development of the relationship between the function and operations management.
- ◆ Support the integration of acquisitions into the business processes.
- ◆ Develop financial management systems and help move the business towards the introduction of SAP.

- ◆ Support process improvements within the UK and further promote the development of shared services.
- ◆ Drive total quality initiatives through a number of key projects.
- ◆ Budgeting, forecasting and reporting on departmental costs and improving efficiency/cost effectiveness of the function.

The successful candidate will be a qualified accountant with at least eight years post qualification experience. Key attributes will be positive leadership, good technical knowledge, a good strength of character, maturity, a down-to-earth nature and an ability to sell ideas for improvement.

Interested candidates should send their CV together with details of salary package to David Gunning ACA, Regional Manager at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ. Alternatively, fax 0161 236 8059, quoting ref 467000. e-mail: davidgunning@michaelpage.com

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Financial Controller

Outstanding opportunity in a leading investment bank

City to £85,000 Cash Package + Benefits

Our client is a global investment bank providing a complete range of financial services. They now seek to appoint a high calibre Financial Controller to focus and redefine the finance team and take responsibility for its growth.

He/she will be leading a team responsible for all aspects of:

- ◆ Financial reporting.
- ◆ Management accounting.
- ◆ Management information.
- ◆ Budgeting.
- ◆ Financial and systems controls.

In addition, the Financial Controller will take a leading role in substantial ongoing systems upgrades and the streamlining of

processes and controls. For the right individual, this will provide a high profile opportunity to drive through significant change and lead the future development of management information.

Candidates will be graduate professionally qualified accountants with a minimum of five years banking experience and strong systems skills. They will be dedicated, hands-on professionals and first class communicators with the ability to build strong relationships both internally and externally.

Interested applicants should write to Sarah Hunt at Michael Page City, 50 Cannon Street, London EC4N 6JJ, telephone 0171 269 1846, fax 0171 329 3426 quoting reference 61885 or e-mail: sarahhunt@michaelpage.com

Michael Page

CITY

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Financial Planning & Analysis Manager

Central London

£45,000 + Car + Benefits

Our client is an autonomous operating division of a FTSE 100 media company. A leading publishing group, it is supported by a globally renowned brand name. They boast an ambitious five year plan that will see turnover increase significantly through a combination of acquisition and organic growth.

Reporting to the Finance Director, the role will support a new and dynamic management team through a period of significant change and high profile investment. It will demand the ability to identify, prioritise and analyse the essential reporting and project assignments whilst defining appropriate procedural and systems solutions.

Key responsibilities of this demanding, commercial role will include:

- ◆ Budgeting, forecasting and analysis of company performance on a timely and appropriate basis.
- ◆ Management, development and motivation of the financial planning team.

- ◆ Defining the framework of KPIs and liaison with line managers to monitor and comment on performance.
- ◆ Financial appraisal of projects and assisting with the evaluation and integration planning for potential acquisitions.

The role will require a qualified accountant with at least two years PQE. Practical exposure in the areas mentioned above would be highly valued, although the potential and quality of the applicant is paramount. The individual should possess a strong academic record and be able to demonstrate a track record of achievement that suggests they will be potential Directors of the future.

Interested applicants should apply in writing to Guy Stacey at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN, quoting reference 463947. Telephone 0171 269 2259 or fax 0171 242 1020. e-mail: guystacey@michaelpage.com

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the Institute of Management

Director of Finance

The Institute of Management promotes the development of management skills and qualifications in the United Kingdom and is primarily concerned with supporting individual members committed to effective management in all spheres of activity. The Institute is currently undergoing a process of cultural and structural change to ensure that it serves the needs of its 84,000 members and those of the wider management community, both now and in the future.

Corby c £60,000 + Car + Relocation

Reporting to the Director General, the Director of Finance will play a critical role in the continued success of the Institute. As a key agent of change, the incumbent will be responsible for ensuring the adoption of best business practice in all areas of accounting, information systems, human resources and facilities management. Specific responsibilities include:

- ◆ Developing and implementing the Institute's financial strategy, in addition to influencing the overall strategy of the organisation as a member of the Management Committee.
- ◆ Improving business results through internal consultancy, performance audit and quality standards.
- ◆ Improving information and communication management systems and technology which support the Institute's planning and operations.

Candidates will be graduate qualified accountants with a proven track record at senior level gained within a customer orientated, quality driven, service environment. Essential personal qualities will include strong communication and influencing skills, a mature style in problem solving, commercial acumen and clarity of strategic vision with the energy to translate vision into reality. Whilst based at the Institute's offices near Corby, the individual will be expected to operate on occasion at its central London office.

Interested candidates should write, enclosing their CV and details of current package, to Gary Watson or Stephen Rutherford at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN. Fax: 0171 831 6293. Please quote reference 463681. e-mail: stephenrutherford@michaelpage.com

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UK Financial Controller

Hertfordshire

c £40,000 + Car + Bonus

Our client is the market leading high volume industrial arm of one of the world's largest US multi-nationals specialising in providing solutions to clients within the automotive, industrial and commercial sectors. With a worldwide turnover of \$2 billion and sustaining seven consecutive years of double digit profitability, they have an enviable reputation for delivering the greatest value at the lowest cost for their customers in over 40 countries.

Acquired five years ago, the UK operation turns over in excess of £75 million and is currently undergoing rapid development and inward investment in new technology, transforming a traditional culture into a world class manufacturing environment.

Reporting directly to the Finance Director, a newly created opportunity has arisen for an outstanding professional to be instrumental in this process by providing:

- ◆ Management support to the business including sales, logistics, engineering, marketing and administration.

- ◆ Leading project teams to investigate and develop management information and systems.
- ◆ Provision of cost estimates and management of the costing and control system.
- ◆ Reporting of results and forecasts to the parent group.
- ◆ Management of four accountants.

The successful candidate will be an ambitious qualified accountant, with strong technical skills, ideally gained within a high volume manufacturing business. However, of greater importance, are the personal qualities needed to deliver ambitious targets in a changing environment.

Interested candidates should write enclosing an up-to-date CV, quoting reference 458999 and including current remuneration to Nicky Binning at Michael Page Finance, Centurion House, 136-142 London Road, St Albans, Herts AL1 1SA, fax 01727 841616 or e-mail: nickybinning@michaelpage.com

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Head of Finance

English



COLGATE-PALMOLIVE (UK) LIMITED

Budget and Planning Accountant

Colgate Palmolive (UK) Ltd is part of the global FMCG company that manufactures, markets and sells oral care, body care and household products. Colgate Palmolive operates in 194 countries and has strong global brand names that include Colgate toothpaste, Colgate Total, Colgate Plax, Colgate toothbrushes, Palmolive, Kolynos, Mennen and Ajax. Colgate Palmolive is the leading global and UK oral care supplier with 34% of the UK domestic toothpaste market.

Surrey

c £45,000 Package

The budget and planning department is a centre of excellence, maintaining a very close relationship with sales, marketing and operations. Its key purpose is to develop and maintain a product and customer financial

Suitable candidates will be qualified accountants with a minimum of two years post qualification experience. Exposure to a commercial environment preferably within an

Working in a highly commercial environment, the budget and planning role involves a number of responsibilities, although key responsibilities will include:

- Developing and communicating a balanced brand category financial plan
- Working closely with sales and marketing in aspects of brand performance and planning
- Taking an active role in coaching and training colleagues across the organisation to improve financial understanding.

drive, ambition and proactivity. A strong, flexible interpersonal skill set will ensure your success in this role and your career progression.

Candidates should send a comprehensive CV to Alistair Robinson at Michael Page Finance, Cygnet House, 45-47 High Street, Leatherhead, Surrey KT22 8AG or fax on 01372-370101, quoting ref 466765, alternatively e-mail: alistairrobinson@michaelpage.com

Regional Financial Controller

c.£55k + car + bonus

Guildford

Autodesk is the world's leading supplier of computer aided design automation and multi-media software and the fourth largest pc software company in the world. Founded on leading edge products and a genuine focus on customer services, we currently have 3 million customers in 55 countries, representing industries from architectural and mechanical design, to film making, videography and geographic information systems. We're already generating revenues in excess of US\$60m and are set for continued growth.

To ensure the optimum utilisation of our UK facilities, we want you to manage our finance, administration and order processing functions and establish and maintain effective controls over our financial operating policies. Working closely with senior managers in the UK, Europe and the US, you'll assess information requirements and provide the facilities and services necessary to support their decision making, offering maximum efficiency whilst ensuring that expenses are controlled and reported.

Reporting to the Regional Financial Director, you'll take responsibility for the preparation of sales and

expense forecasts. So you'll need to forge good working relations with personnel at other Autodesk offices and adopt line management responsibility for staff in accounts and order processing.

You should hold a UK recognised professional accountancy qualification, and have experience of managing a similar function and of implementing computerised accounting and management information systems. A clear communicator, you're an experienced manager, capable of strong leadership, development and motivation.

If you're also a practised project manager, with formal legal training, a formal business qualification and experience of monitoring and maintaining quality standards, so much the better.

Interested candidates should send their CV including current remuneration details, quoting reference +57587 to our retained consultant Alistair Robinson at Michael Page Finance, 45-47 High Street, Leatherhead, Surrey KT22 8AG or telephone to register your interests on 01372 375 661.

Autodesk

http://www.autodesk.com



The Ares-Serono Group is a leading multinational engaged in research, development and marketing of products in the biotechnology field. With Executive Headquarters in Geneva (Switzerland), Ares-Serono ranks among the world's leading biopharmaceutical companies.

Our Corporate Finance division wishes to appoint a first-rate

Manufacturing & Cost Analyst

to be based in Switzerland.

Responsibilities:

- Evaluation, projection and analysis of all aspects of the Group's Inventory and Cost of Sales.
- Implementation of ABC in Manufacturing Sites.
- Close involvement with the Manufacturing Sites on a number of projects.
- Involvement in the implementation of Site and Corporate Manufacturing Cost Systems.

Requirements:

- Professional Accountancy Qualification (CIMA, CA, CPA or equivalent).
- Several years' direct experience of working in a Manufacturing Finance environment.
- Hands-on expertise in Cost Accounting (e.g. ABC/M) and Inventory Systems.
- Familiarity with the issues involved in working in a complex multi-site, multinational manufacturing and supply environment.
- Enthusiastic, determined, self-confident, 'problem-solver'.

We offer very good employment conditions in a high technology and creative environment. If your profile and experience correspond to the above requirements, please submit your CV to:

ARES-SERONO INTERNATIONAL S.A., Human Resources Department, 15bis Chemin des Mines, 1211 Geneva 20, Switzerland

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Karl Loyton on

+44 171 873 3694

Financial Accounting Manager

Central London

£45,000 + Car + Benefits

Our client is an autonomous operating division of a FTSE 100 media company. A leading publishing group, it is supported by a globally renowned brand name. They boast an ambitious five year plan that will see turnover increase significantly through a combination of acquisition and organic growth.

Reporting to the Finance Director, the role will support a new and dynamic management team through a period of significant change and high profile investment. It will demand the ability to identify, prioritise and analyse the essential reporting and project assignments whilst defining appropriate procedural and systems solutions.

This challenging position will require a consultative and questioning approach. Whilst taking responsibility for financial accounting processes and systems, the emphasis will be on driving the department forward, challenging current methodologies, redesign of existing systems and implementation of best working practice.

The role will encompass the management, development and motivation of the team, integration of the financial systems of acquisitions, development of KPIs for the department and developing service level agreements with line managers.

You will have a minimum of two years PQE. A background in operational review, consultancy or line management will be valued although the potential and quality of the applicant is paramount. You should possess a strong academic record and be able to demonstrate a track record of achievement that suggests you are a potential Director of the future.

Interested applicants should apply in writing to Guy Stacey at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN quoting reference 464177. Telephone 0171 269 2259 or fax 0171 242 1020. e-mail: guystacey@michaelpage.com

Michael Page

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Major Telecommunications Group Commercial Analyst

South West London

Outstanding package

The global market leader currently stands at the forefront of major technology breakthroughs, which include the launch of cutting edge products and services. It provides a myriad of voice, data and cable services to consumer, corporations and businesses. Boundaries between the communications, media and technology sectors continue to unite providing this group with outstanding growth potential. This has resulted in an urgent need to recruit individuals with a background in customer focused businesses who are seeking unrivalled opportunities within a genuine "vertical growth" market.

These roles, within Capital Accounting, will provide the successful candidates with a firm understanding of the assets (both tangible and intangible) which underpin a telecommunications business, and a genuine participation in further strategy and evaluation of major capex appraisals.

Responsibilities will include:

- Supervising and monitoring a team of 5 staff
- Evaluating and maintaining effectiveness of key capital expenditure
- Re-engineering the existing capital planning process
- Liaison with internal systems development teams on major company - wide implementation projects
- Preparation of budgets and forecasts to tight deadlines.

Candidates should be qualified accountants with around 2 years PQE, preferably gained within a blue chip customer focused business. Personal attributes must include drive, enthusiasm and the confidence to liaise at a senior level within both finance and non-finance areas. Successful individuals will enjoy an accelerated career within a truly fluid and entrepreneurial environment. Interested candidates should forward their curriculum vitae with current salary details to Nicola Whitman at Jones Christopher.

JONES • CHRISTOPHER
FINANCIAL EXECUTIVE SELECTION

Jones Christopher Limited, 20 New Bond Street, London W1Y 9HF.
Tel: +44 (0)171 629 6116 Fax: +44 (0)171 629 7117 E-mail: nicola.whitman@jones-christopher.co.uk

Business Planning Analyst Major FMCG Group

Middlesex

Comprehensive package

This significant FMCG organisation has an impressive portfolio of niche premier brand and retailer brand operations. Its culture is based on a commitment to provide products and services that meet the requirements of all its customers and consumers, focusing on maintaining and developing strong brand innovation and product excellence.

As a result of ongoing expansion, the Company is seeking to appoint an exceptional, commercially oriented finance professional.

Reporting to the Business Planning Controller, key responsibilities will include:

- Production and subsequent analyses of monthly management information to meet divisional and operational team requirements
- Monitor and advise operations on key areas of cost control and performance trends

- Financial evaluation of new investment opportunities
- Review and analysis of investment proposals
- Ongoing involvement in a range of ad hoc projects, requiring ongoing liaison with senior finance and non-finance management

You are a qualified accountant with two to three years post qualification experience, an impressive track record of achievement encompassing strong technical, analytical and communication skills. You are seeking a new and exciting challenge. A high level of business acumen and confidence will equip you well to progress rapidly.

In addition to an attractive salary, this high profile opportunity will provide the successful individual with the potential to develop an outstanding career.

Please apply enclosing full curriculum vitae, stating remuneration to Kate Tojaro at Jones Christopher. Please quote KT4011 on all correspondence.

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Jones Christopher Limited, 20 New Bond Street, London W1Y 9HF.
Tel: +44 (0)171 629 6116 Fax: +44 (0)171 629 7117 E-mail: katetojaro@jones-christopher.co.uk

BBC Broadcast

Head of Finance

English Regions

Birmingham

Salary according to qualifications and experience.

As a member of the English Regions senior management team, the Head of Finance plays a key role in managing the financial and business operations which support Regional Broadcasting's television, local radio and start services across England. With a spend of over £140 million a year funding many thousands of hours of output in radio and television, you will need to deliver financial and business management of the highest standards.

Working directly to the Controller English Regions, you will assist programme makers in finding more efficient ways of working as well as developing an increasing awareness of value for money across all centres. Among the highest priorities are assessing and advising on the financial impact of new IT based technology in news production and developing a overall Capital and Property strategy for the English Regions.

You will lead a team of senior finance staff in Birmingham and work closely with the individual Finance Managers in the ten English Regional centres. The ability to offer professional leadership to a team dispersed across England is a key requirement of this post.

For further information contact either Nigel Chapman, Controller English Regions, 0121-432 8622, or Alistair Currie, Head of Personnel, English Regions, 0121-432 8223.

For an application form, contact BBC Recruitment Services by November 23rd (quote ref. 29788/F and give your name and address) Tel: 0181-740 0005. Minicom: 0181-225 9878. Postcard: PO Box 7000, London W12 8GJ. E-mail: recserv@bbc.co.uk. Online: www.bbc.co.uk/jobs/29788.shtml. Closes: November 26th.

BBC

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Finance Controller/ Finance Director Designate

£ Excellent

Based North London

Our client is one of the top fifty surveyors and valuers in Britain and is based in four offices across the UK. The company manages 5,000 tenancies producing a gross annual income of £120 million from property portfolios worth in excess of £1 billion.

The company is seeking a Financial Controller who will deal with all aspects of clients' management accounting. Additionally the position requires in depth knowledge of all aspects of property VAT, current income tax legislation and experience of overseas taxation relating to property. A high degree of computer literacy is essential.

You will be ACA or ACCA qualified with at least five years' post-qualification experience and have the ability to act independently, have proven leadership qualities and be able to identify and implement change. You should also demonstrate evidence of strong commercial acumen and the potential to move into the role of Finance Director.

A substantial salary package is on offer to include company car, health and insurance schemes. In due course the incumbent may expect promotion to Board level with equity participation.

Applicants should send a CV with covering letter stating salary to Louise Rawlins, LLR Recruitment, 15 Lancaster Gardens, London SW19 5DG. Fax 0181 944 4492.

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& benefits/options

Branded Consumer
Service Business

Heathrow

UK Finance Director

Aggressive planned growth in revenues and offering has generated the need for a proactive and experienced financial professional for the largest operating company of a uniquely positioned multinational group with operations worldwide. Challenging role supporting the UK CEO and Group CFO with significant scope for professional advancement and personal financial gain.

THE ROLE

Key member of UK board responsible for delivering on a stretching yet realistic strategy to raise margins and efficiency in a national multi-site operation with revenues in excess of £100 million.

Providing superior financial and management information to improve the decision making process and work closely with group finance to create a responsive yet robust control environment.

Developing and managing a sizeable team, upgrading the function's performance as the business enters a period of growth, development and restructuring.

THE QUALIFICATIONS

Commercial systems literate graduate Accountant with first-class financial management and control skills gained from a cash-driven, multi-site operation. Property experience would be advantageous.

Proven operator with high performance standards and excellent leadership and communication skills.

Innovative and creative, able to comprehend and implement strategy with potential to progress in line with the demands of a growing business.

Leeds 0113 330 7774
London 0171 298 3333
Manchester 0161 499 6700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref. TNS/28754-1/116,
16 Connaught Place,
London W2 2ED

DIRECTOR OF FINANCE

(EUROPE, MIDDLE EAST & AFRICA)
INTERNATIONAL HEALTHCARE CORPORATION

EXCELLENT BENEFITS PACKAGE

Our client is a highly successful and well respected publicly quoted healthcare corporation operating on a global basis. Their European, Middle Eastern and African headquarters are based in the UK and they now require a high calibre Director of Finance for their rapidly expanding operations in the Region.

Reporting to the President with a dotted line responsibility to the parent company, you will lead a highly motivated team responsible for the finance function including administration, legal, IT and encompassing acquisitions, joint ventures and in-licensing agreements. Key tasks will include the timely production of financial and management information, budgeting, capital expenditure control, and systems development. In addition you will play a key part in the development of the business working closely with the President and Regional Managers on commercial matters.

If you are interested in the position, please telephone Stuart Adamson FCA or Phillip Johns on +44 (0)113 245 1212 or send your CV in confidence, quoting reference number 7250, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY. Fax No. +44(0)113 242 0802. E-mail: adamson@adamson.com Web site: <http://www.adamson.com>

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You should be a qualified Accountant with a degree or MBA and have experience gained with a major healthcare or pharmaceutical group operating on an international basis. You will be highly commercial and used to controlling the finance function on an international basis. Experience of acquisitions and in-licensing agreements would also be highly desirable. You must possess excellent leadership abilities and be able to demonstrate first class technical and interpersonal skills with the ability to communicate at all levels. An international orientation and a flexible diplomatic approach are important requirements for this position.

This is a key appointment in a fast moving challenging environment and offers exceptional long term career potential.

Change Manager

LEADING CHANGE IN TREASURY OPERATIONS

Highly Attractive Salary

Peterborough

Thomas Cook is globally synergistic with travel and financial services. Unsurprisingly, when you consider that gross sales exceed £20 billion from 20 million customers, serviced from 3,000 locations in 200 countries.

Quite clearly, in an operation of this size, the Treasury function is a critical area within the business. Continuous enhancement is central to our strategy and a new role has been created for a Change Manager

who will take full responsibility for the implementation of a comprehensive change programme within the area. Reporting to the Global Head of Treasury Operations, this is an extremely high profile role within Thomas Cook, where your remit will be to:

- Evaluate, select and implement appropriate treasury management, processing and payment systems.

- Oversee multi-functional and multi-dimensional projects, managing complex change.
- Review processes and workflow within the division, acting as a member of the Treasury Operations strategy group.
- Liaise with and pull together other treasury sites throughout the world.

You must be an accomplished Change Manager who can demonstrate experience of delivering real business benefit, on time and to budget, ideally with knowledge of treasury and financial services. You will certainly understand broad business strategy and as a credible manager, possess leadership and influencing skills with the ability to make positive impact quickly.

This is a superb opportunity for a bright, ambitious individual to play a key role within a market leading, global business.

Thomas Cook

To apply, please send your CV with a covering letter, including daytime telephone number and current salary details, to Harvey Nash plc, 12 Bruton Street, London W1A 2AB. Telephone 01753 633 033. You may also apply via e-mail: hr@harveynash.com or <http://www.harveynash.com>. Please quote reference number FN41587.

HARVEY NASH

FINANCE

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£45,000 + Car + Benefits

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Thompson Heath & Bond (Holdings) Ltd has operated largely through its 'Lloyd's' Brokerage since 1977. With over 120 employees in locations around the UK, our Clients' net assets are valued in excess of £3m with profits set to rise beyond £1m and overall growth of 30% per annum. Growth has been predominantly organic - North American business accounts for over 40% of activity which is planned to expand even further. There has never been a better time to join this Group. This new role has been created to meet the rising demands of the business and its expanding portfolio.

Working closely with the Chairman/CEO, you will share his aims and hence ambition. This is your chance to help shape the financial framework of the Group and influence future opportunities. Naturally, robust financial management/reporting and effective controls are essential. An awareness of the impact of IT systems on the business is paramount as you will also project manage a new nominal accounting system.

You will be a qualified accountant probably with 3 years' POE, gained ideally in a medium sized organisation, have experience of running a finance department and possess first-class technical skills. You will also need a strong IT affinity, the ability to concentrate on results and a proven track record at a senior financial level. Above all, you will carry the credibility and energy to win influence across the entire organisation.

The rewards match the challenge. An attractive salary is complemented by a comprehensive benefits package, whilst the scope for personal and professional advancement is considerable.

In the first instance, please write enclosing your CV to: Paul Mulcock, Senior Consultant, Stark Brooks Associates, First Floor, Francis Provident House, 13/14 South Parade, Leeds LS1 5DS. Tel: 0113 242 9898. Fax: 0113 242 9836. E-mail: recruit@starkbrooks.co.uk. Closing date is 20 November 1998.

Financial Recruitment Consultants

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It provides tailor made solutions to an impressive client base, developed over 30 years using traditional methodologies combined with cutting-edge techniques.

The Finance Director is an essential member of the senior management team, working closely with the Chief Executive and Chairman to ensure the overall smooth running of the company, in charge of a team of 40.

The role is both strategic and operational in content. Early priorities will include systems development to support a matrix organisation structure, and contribution to the development of the group's global IT network.

Candidates will be graduate qualified accountants with experience of managing a large finance team in a strongly people-orientated service sector industry.

Personal qualities will include exemplary people skills; a calm, direct personality; a high level of self-motivation; and excellent communication abilities.

Please apply in writing quoting reference 1739 with full career and salary details to: Nigel Bates, Whitehead Selection, 11 Hill Street, London W1A 8BB. Tel: 0171 290 2045. Fax: 0171 290 2158. www.whiteheadselection.co.uk

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Senior Internal Auditor

MINISTRY OF DEFENCE

The above opportunity exists within the Internal Audit Directorate of the Ministry of Defence, Sultanate of Oman. The post is offered on accompanied contract for an initial period of 2 years, renewable annually thereafter by mutual agreement.

In this role you will undertake systems-based internal audit functions of the Ministry of Defence and three Services, including the three "Es". Although based at the HQ MoD in Muscat, military establishments throughout the Sultanate will be visited. Duties will also include the training of Omani Auditors.

The Internal Audit Directorate makes a recognised and valuable contribution to the Ministry. It is in the process of revising its approach in order to provide a more responsive service to all levels of Command/Management. The successful applicant will contribute towards these developments which offer an exciting challenge.

Applications are invited from qualified Accountants, who have at least 7 years' Internal Audit Experience at a senior level within a diversified organisation.

Terms of Service include annual Pay in Omani Rials equivalent to approximately Pounds Sterling £24,000. There is an end of contract gratuity of 20% of the total pay received (both pay and gratuity are TAX-FREE and fully remittable worldwide). In addition, an attractive benefits package includes 60 days' annual leave with 2 return flights home, free fully furnished air-conditioned accommodation, services, allowances for domestic staff and transport and first class recreational facilities.

To apply, please write with full CV to:
The Recruiting Officer (L), Military Attaché's Office,
Embassy of the Sultanate of Oman, 64 Enlismore Gardens,
London SW7 1NH.



SULTANATE OF OMAN

Northampton

Circa £42,000
plus benefits

MOTOR NEURONE DISEASE ASSOCIATION

Every day in the UK 3 people die of Motor Neurone Disease (MND). Whilst ultimately striving for a cure, the MND Association has a dual mission: to ensure that people affected by MND can secure the care and support they need; and to promote research into the causes and treatments. The Association works across the UK through 90 branches, over 1,000 volunteers and 6,300 members. The Association is growing and changing rapidly to constantly improve the quality and range of its work. Current annual income is £45m, a 25% increase on last year.

This is a broad and challenging position which is central to the efficient operation and continued development of the Association. Reporting to the Chief Executive, you will be a key member of the management team, contributing fully to the development and implementation of strategy. Your initial responsibilities will include a comprehensive review of the existing function and management information, in line with the changing needs of the management team and Trustees.

You will be a qualified accountant with at least five years' management experience gained within the commercial, voluntary or public sectors. A strategic thinker, with excellent interpersonal skills, you will have a flexible, hands-on approach and the desire to work as part of a committed team in a dynamic and growing organisation. An understanding of the issues affecting the voluntary sector is essential.

If you have the qualities and experience we seek, please apply with a comprehensive CV and salary details, quoting ref 1836, to Richard Holland (0171 304 1648) at Binder Hamlyn, 1 Surrey Street, London WC2R 2PS, or fax your details on 0171 489 6296. The closing date is 25 November 1998. Shortlist interviews will be held week commencing 30 November. Final interviews will be held on 17 December. The MND Association is committed to equal opportunities.

BINDER HAMLYN

KPMG

Finance Director

• Wiltshire

• £70k + equity

+ exceptional benefits

Our client is one of the world's leading manufacturers of high technology components, a significant percentage of which are exported to a global customer base and used in numerous industrial applications. They are now seeking to appoint a highly commercial Finance Director who will be able to contribute immediately to the strategic goals of the business.

Working closely with the Managing Director and supervising a small accounts team you will be responsible for all aspects of the finance function including improvements to management information, particularly manufacturing and costing systems, in order to secure information essential to plan and control the commercial direction of the organisation. In addition you will

improve levels of financial awareness across the organisation and provide an informed financial perspective on a broad range of business issues to the board and senior colleagues.

Ideally a graduate chartered accountant with several years' commercial experience gained in manufacturing organisations, you will have the ambition and confidence coupled with technical and commercial skills to add value to the development of the organisation. The successful candidate will be a proven team player who has a 'hands on' approach and displays strong interpersonal and communication skills to influence people, issues and events.

Rewards as you would expect from such a challenging and demanding role and include excellent salary and equity opportunity in addition to an exceptional benefits package.

Candidates who possess the combination of commercial and technical skills should apply in writing quoting current remuneration to Paul Bennett, KPMG Selection & Search, 100 Temple Street, Bristol BS1 6AG. Tel: 0117 905 4042. Fax: 0117 905 4041. Email: paul.bennett@kpmg.co.uk

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IT Appointments

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Parallel International is a leading international consulting firm, with offices in Europe, Asia, and the Americas. We are currently seeking experienced consultants to join our team in Europe. The successful candidates will be responsible for providing high-quality consulting services to our clients in the areas of Risk Management, Business Development, and Asset Management. We offer competitive salaries, bonuses, and a comprehensive benefits package. If you are a motivated professional with a strong background in one of these areas, we would like to hear from you. Please send your CV to: info@citilite.co.uk

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For a further discussion or more details please call our advising consultants quoting the relevant reference:

Parallel International, 1 Groveland Court, Bow Lane, London EC4M 9EH
Telephone: 0171 236 4288 Fax: 0171 236 4277 Email: info@citilite.co.uk Website: <http://www.citilite.co.uk>



Project Manager

Company Background

Anvil Software is an independently owned software house dedicated to providing specialist software services across a broad range of business sectors. Founded in 1988, Anvil has grown rapidly to its current position. Widely recognised as a centre for genuine technical excellence, Anvil attributes its success to a concentration of grass roots technical knowledge combined with extensive real-world experience. Anvil Software currently employs thirty full time staff, has a relatively young age profile, offices in London and Sydney with various client sites across the world. The open company culture and friendly environment are conducive to both personal and professional development. Anvil is a dynamic and rapidly evolving company with an expanding portfolio of national and international clients.



Anvil Software Ltd 51-53 Rivington Street, London EC2A 3SE
Telephone: 0171 749 7900 - www.anvil.com

Job Profile

Due to an increase in the number of customers, Anvil is now seeking an additional Project Manager/Account Manager.

Essential skills:

- 3-5 years project management/account management experience.
- Strong technical background in UNIX/PC/OS/MS client server development to be able to understand and discuss proposed technical changes.
- Ability to represent Anvil's interests against demanding customer requirements.
- Business analysis skills to work from vague customer statements to actual business requirements.
- Negotiation/project management skills to prioritise and schedule tasks.
- Project management development teams in the office to deliver agreed work.
- Ability to perform occasional project training sessions, demonstrations, sales support.
- Experience of and enthusiasm for frequent customer meetings.

Desirable skills:

- Knowledge of fixed income business or finance in general.
- Direct experience of fixed office repo trading systems.

Prospects

Anvil offers a highly competitive salary package, with excellent benefits including bonus, profit share, share option scheme, pension scheme and health club membership. Anvil is a true small company mentality: your responsibilities and rewards will be limited only by your own ability.

To apply please send your CV including current salary details to: Amanda Brown at Anvil Software, or Email: amanda@anvil.com

TRADING SYSTEMS AND RISK MANAGEMENT

Our client is a recognised leader in IT professional services. It is a front runner in business management consulting and systems integration.

They recognise that people are their number one asset and their number one goal is to attract the best people. To do this, and to retain them, they offer the opportunity to pursue an aggressive career path in a reward-based entrepreneurial environment where your success is determined by you.

Working in small, highly focused teams you can generate immediate results, working directly with high profile clients in dynamic project teams, gaining state-of-the-art knowledge and expertise.

A combination of business knowledge and experience of IT systems in one or more of the following areas is required:

- Risk Management
- Front Office
- Middle/Back Office
- Hedging & Analytics
- Capital Markets
- Asset Management
- Project Management
- Summit, Kondor+, Infinity
- Systems Integration

If you are looking for a fast-track career and are ambitious, single-minded and determined to succeed, this could be for you. Please send your CV to Alan Summers, quoting reference FT1198 to: S&H Consulting Limited, Lloyds Avenue House, 6 Lloyds Avenue, London EC3N 3AX. Tel (0171) 481 1171. Email - SHConsult@aol.com



FINANCIAL ENGINEER Equity Derivatives

Our client is one of Europe's most technically advanced investment banks with a global reputation for being a major force in the expansion of equities markets around the world. As a result of this expansion along with a solid standing in the Equity derivatives market the following openings have arisen.

The IT financial engineering group is currently looking for individuals to join a team of quantitative analysts and developers to provide analytics support to equity derivatives trading activities. Pricing support, structuring, scenarios analysis, risk management and risk control functions are all areas of expertise required to fill these roles. Support will cover: implementation of algorithms in C++ along with advice on and development of mathematical modelling.

Candidates require in-depth knowledge of the following:

- Finance (preferably Equities)
- Stochastic calculus and its applications to option pricing
- Partial differential equations in option pricing
- Numerical analysis
- C++ programming Unix/NT
- Computer Science

A post doctorate scientific / numerate degree is preferred, however, a strong numerate background is acceptable along with the previously mentioned knowledge.

Candidates should contact Alex Blair direct on:



Fax: 0171 335 0008
Tel: 0171 335 5890
Email: a.blair@huxley.co.uk

All contacts will be handled with the utmost confidentiality

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IT Appointments

Exceptional Newly Created IT Posts Within a World Leading Bank

Geneva based

The Deutsche Bank Group, headquartered in Frankfurt, Germany is one of the world's largest financial institutions with total assets of DM1 trillion. The group has about 2,500 offices in more than 60 countries and employs around 75,000 people. The Private Banking Group is one of the fastest growing divisions within the organisation and is now operating out of 33 offices globally. In order to facilitate this growth, the bank is seeking a number of outstanding individuals to strengthen the IT team within the following areas.

HEAD OF DEVELOPMENT

Integral to the Senior Management Team of the Private Bank, the successful individual will be expected to build and lead a team of programmers and business analysts in developing top quality private banking applications on a Cobol / Unix bank processing platform.

The ability to structure both the team and processes whilst ensuring that they work in constructive co-operation with other Deutsche Bank development teams will prove fundamental to the incumbent's success.

Suitable applicants must possess experience in running software development teams and/or projects coupled with a full understanding of software life cycles. Experience gained in Banking or within a Brokerage is essential for this position.

Deutsche Bank offers a meritocratic and challenging career structure on a global basis coupled with excellent compensation packages designed to attract and retain the very best candidates. Interested applicants should contact our retained advisor Paul Marsden on: 00 44 171 930 1222 or Fax on: 00 44 171 930 1444. Alternatively, write enclosing your CV to: Astbury Marsden Search and Selection, 40 Strand, London, WC2N 5HZ. Email: paul.marsden@astburymarsden.co.uk. All direct responses will be forwarded to Astbury Marsden.

SENIOR PROJECT/IMPLEMENTATION

Working on site within the Private Banking operations, these roles carry responsibility for the implementation of the complete Private Banking systems infrastructure.

Leading teams of up to 20 analysts you will undertake the complete implementation cycle from the requirement analysis to the adaptation of workflows and the installation of new systems.

Suitable applicants must possess a detailed knowledge of either Security Processing Operations, Bank Operations or Private Bank front office processes. Previous Project Management experience particularly of implementation projects is desirable but not essential.

BUSINESS/IMPLEMENTATION ANALYSTS

Working in a variety of European locations these are client facing roles, which will require building up extremely close working relationships with the business users.

Analysts will be required to liaise with systems users in banking and systems terms, understand and document their requirements and turn them into technical specifications. Additionally they will work closely with the development team on the realisation, testing and implementation of new developments.

Suitable candidates will possess either a background in Banking/Brokerage or Management Consultancy. A desire to travel is essential, as is the ability to communicate effectively at all levels.

Deutsche Bank



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IT CONSULTANTS

City

to £80,000

"With a market capitalisation of over £2 billion, CMG is one of the world's top 40 IT service companies. Our status has been acknowledged not only by our clients but also by independent analysts who have judged us to be among the hundred best companies to work for in the UK." (McGraw Hill 1997)

CMG's Wholesale Banking Division delivers IT products and services to the financial markets sector and enjoys a reputation for excellence with over a hundred City clients. Our consultancy team provides pragmatic support to leading international banks in overcoming business challenges such as globalisation, EMU and market change.

The work is varied. Current assignments include: IT Strategy, EMU, business process design, business analysis, programme management, package selection and implementation. We now seek to recruit a number of high quality consultants to join this successful team based in our City office and to contribute to the direction and development of this business.

You will have acquired experience of City IT projects with an investment

bank, fund manager, securities house, consultancy firm, software house or other City supplier. This experience should be accompanied by in depth product and process knowledge in areas such as treasury, risk, regulation, settlement or trading. Interpersonal skills are as important as business knowledge and technical expertise. In particular you need strong oral and written communications skills.

If you have the ability and experience to succeed and the desire to work within an organisation where growth has been generated by excellence, integrity and openness, please contact our advising consultant, Roger George, quoting reference CMGT100, at McGregor Boyall Associates, 114 Middlessex Street, London E1 7JL. Tel: 0171 806 1456. Fax: 0171 247 7475. Email: rgeorge@mcgregor-boyall.com

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The Centro Studi San Salvador (CST) of Telecom Italia, located in Venice, is looking for

2 senior researchers

CST carries out research on the evolution of ICT, the economic impact of on-line services, and, in particular, the Internet. The activity involves co-operation with European research centres and participation in EU-funded research projects.

Ideal candidates should have:

Candidate A: university degree (M.Sc. or Ph.D. preferred) consistent with the economics of networks and basic knowledge of the relevant technologies.

Candidate B: university degree (M.Sc. or Ph.D. preferred) related to information and communication technologies, and in particular on-line service technologies and applications, and experience on the socio-economic impact of these technologies.

Candidates should be in their mid thirties, be fluent in Italian and English, and have at least 4 years experience carrying out and managing ICT-related research.

A competitive package is offered for a max term of two years.

Applications will be accepted until November 30th, 1998.

Please send your CV to:

Telecom Italia S.p.A., Centro Studi San Salvador,
San Marco, 4826, I-30124 Venezia, Italy

tel +39 041 5213260

fax +39 041 5232245

E-mail: salsalvador@cstudi.telecomitalia.it

BANKING FINANCE & GENERAL APPOINTMENTS

Product Management Analyst & Product Management Assistant

INVESTMENT MANAGEMENT

City

EXCELLENT PACKAGES

Our client is a global investment management company with approximately £25 billion under management for institutional and individual clients in both the UK and overseas. Due to the expansion in a major business area, they wish to appoint a Product Management Analyst and a Product Management Assistant.

Key responsibilities:

The Analyst

- Designing and implementing a product and competitor database
- Analysing market data to identify market trends and product opportunities
- Assist in the development of new products
- Designing and preparing product and market presentations

The Analyst must have the ability to build and maintain a database of investment products with the necessary technical support, accurately analyse and compile complex information into precise market briefs, whilst making full use of various information systems. You will already have a sound knowledge of the European retail funds market.

Both positions are challenging, working in a competitive environment, and require computer literate and team orientated individuals. Educated to degree level, you will speak fluent German and English, additional European language skills are desirable.

The excellent remuneration packages on offer include a competitive salary and a full range of financial services benefits.

To apply, please send your CV together with details of your current package, to Trevor Robinson, quoting ref: FT/P30477, at the address below.

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This group is an autonomous unit within a prominent international AA rated bank. Sales persons required in major financial centres.

Fax resume for attention of Jo Green: +44 171 638 3150

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Head of Credit and Risk

Excellent Package

As the commercial banking arm of Alliance & Leicester plc, Girobank needs little introduction. It is the UK's leading provider of money transmission services to businesses and, building on this foundation, has a demanding strategy for the future. There is commitment to growing the loan portfolio, whilst maintaining its quality.

The appointment of a new Head of Credit and Risk is critical for the organisation. You will work closely with the Deputy Managing Director in shaping, leading and developing the credit strategy of Girobank. You will take full responsibility for the setting, monitoring and measuring of policy standards, and for loan underwriting, portfolio review and loan collectability. You will also liaise with Girobank's asset finance business and other relevant parts of the Alliance & Leicester Group to ensure commonality of appropriate procedures.

We seek an individual who will thrive in this challenging, high profile position and take an active part in the future development

North West

of Girobank. Therefore, to be considered for this role you should be able to demonstrate:

- First class credit experience gained following training with a UK clearing bank.
- An ACIB qualification.
- Lending experience gained over the economic cycle.
- The ability to balance business development with the need to protect the integrity of the Bank's portfolio.
- Established relationships with major corporate customers.
- Leadership qualities to secure contributions from your Commercial Lending team.
- Excellent influencing skills.

Girobank
Moving money for business

To apply, please send your CV with a covering letter, including daytime telephone number and current salary details, to: Trevor Robinson, 15 Euston Square, London W1T 7AA. Telephone: 0171 323 8333. You may also apply via e-mail: trevor.robinson@harnaynash.com or http://maps.com/harnaynash. Please quote reference number P30496FT.

HARVEY NASH

FINANCE

Executive Corporate Finance

We are a leading international investment banking and asset management group operating in over 40 countries around the world. We are now recruiting a Corporate Finance Executive specialising in the Asia-Pacific region.

The successful applicant will be based in London in the Asia-Pacific team. The ideal candidate will be a MBA with experience of both marketing to clients and providing research on industries, sectors and companies. The successful candidate will also have had exposure to Asian corporate clients and experience of dealing with senior government personnel, especially in Greater China. Fluency in English, Mandarin and Cantonese is also required.

Please apply in writing to Box No A6261
Financial Times, One Southwark Bridge
London, SE1 9HL.

The Fantastic Corporation has developed the first Broadband Multimedia Broadcast system. Based in Zug, with subsidiaries in Europe, the USA and Asia, we are aggressively expanding into the Business-to-Business market to enhance Global Business Communication. For our Marketing Team, we are looking for:

Investor Relations Coordinator

Develop and manage functions related to investor relations for The Fantastic Corporation. Responsibilities include preparing and disclosing quarterly reports to private investors and financial community, responding to external inquiries regarding performance, coordinating distribution of annual reports.

We are looking for a highly motivated self-starter who is able to thrive in a fast-paced environment. The ideal candidate will have the ability to work with different cultures and meet tight deadlines.

Strong verbal and oral communication skills essential. Solid understanding of financial reporting required. Background or understanding in investor relations or financial reporting structures in Europe and US a plus. Bachelors degree in business or accounting a plus. This position is based in Zug, Switzerland.

We offer: The dynamism of a fast-growing company with 135 employees, a stimulating work environment with growth opportunities, a young and multicultural team with more than 18 nationalities, an IT infrastructure with the latest systems and applications. Check out our web site: <http://www.fantastic.com>

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